



INTEGRATED DEVELOPMENT PLAN 2017 - 2022

Version 3.6

The role of IDPs in South Africa has improved significantly over the past years as compared to the period of its early introduction after the promulgation of the Municipal Systems Act. As now commonly understood, Integrated Development Planning is a process through which the municipality prepares a strategic development plan which extends over a five year period. The IDP together with the Performance Management System and budgetary requirements are tools/instruments that have been identified to assist municipalities in providing service delivery in their communities and achieve the notion of a developmental local government.

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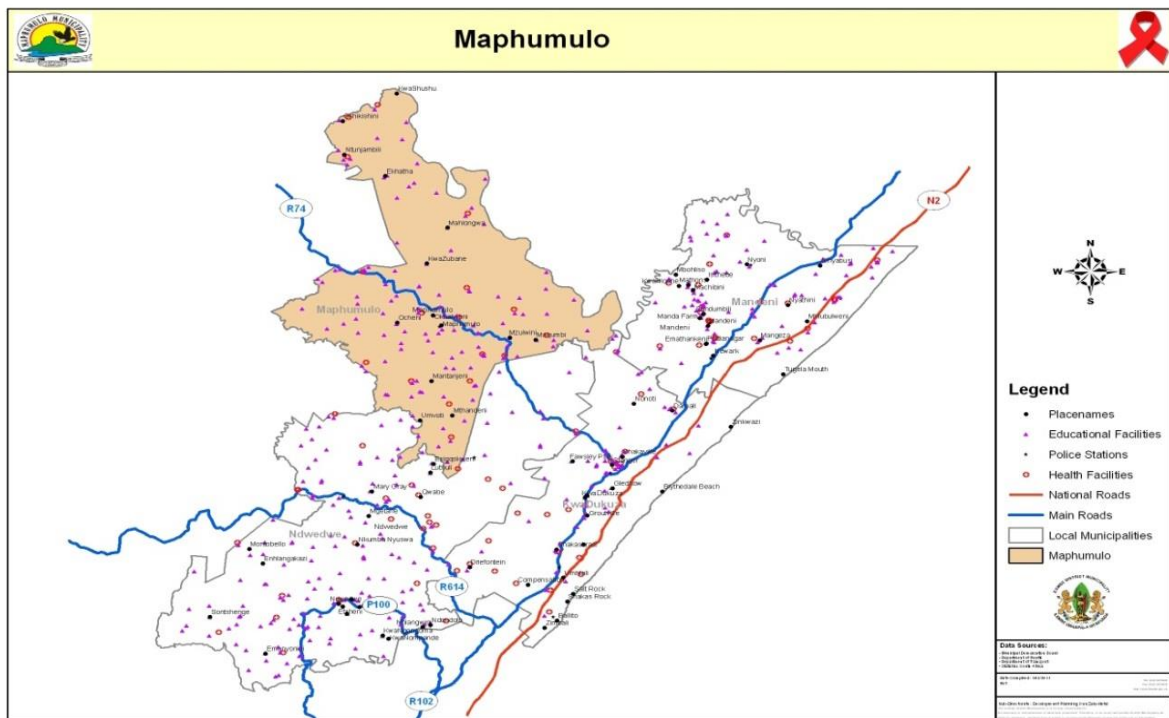
FOREWORD BY HER WORSHIP THE MAYOR



SECTION A: EXECUTIVE SUMMARY

1.1 WHO ARE WE

The Maphumulo Local Municipality (KZ294) is one of the four local municipalities located within iLembe District Municipality (DC29). Maphumulo Municipality is bounded to the north by the Tugela River and extends approximately 30 km to its southern boundary with Ndwedwe Local Municipality (KZ293). It is situated on the R74 Road from KwaDukuza to Kranskop, bordered by Ndwedwe on the south; linked through the P711. The primary administrative Centre of the Municipality is the town of Maphumulo, which is, located approximately 38 km north-west of KwaDukuza Municipality.



Map 1: Locality

According to data and information obtained from Statistics South Africa (census data), Maphumulo municipality has experienced a decline in its population since 1996. Between the year 1996 and 2001, the population was recorded at 120 643 as compared to 124 677 in 1996. Similarly, a further decline was experienced between 2001 and 2011, where the population was reordered at 96 724. By the same token, the 2016 Community Survey recorded the population at 89 969.

YEAR	1996	2001	2011	2016
POPULATION	124 677	120 643	96 724	89 969
% DECLINE	-0.66	-2.21	-7	

1.2 MAPHUMULO AT A GLANCE – KEY DEMOGRAPHIC STATISTICS

INDICATOR	CENSUS 2011	CS 2016
Total population	96,724	89,969
Young (0-14)	40.6%	39%
Working Age (15-64)	52.9%	51%
Elderly (65+)	6.5%	11%
Dependency ratio	89.2%	85
Sex ratio	80.8	83.2
Population growth	-2.21%	-7 %
Unemployment rate	49%	
Youth unemployment rate	58.4%	
No schooling aged 20+	31.3%	23,3%
Higher education aged 20+	3.9%	3,7%
Matric aged 20+	21.9%	26,0%
Number of households	19,973	20,524
Number of Agricultural households	10,048	
Average household size	4.8	4.4
Female headed households	62.1%	
Formal dwellings	40.8%	43.2 %
Housing owned/paying off	80.9%	
Flush toilet connected to sewerage	2.2%	43,2%
Weekly refuse removal	1.9%	
Access to pipe water	46%	38%
Electricity for lighting	33.7%	56,5%

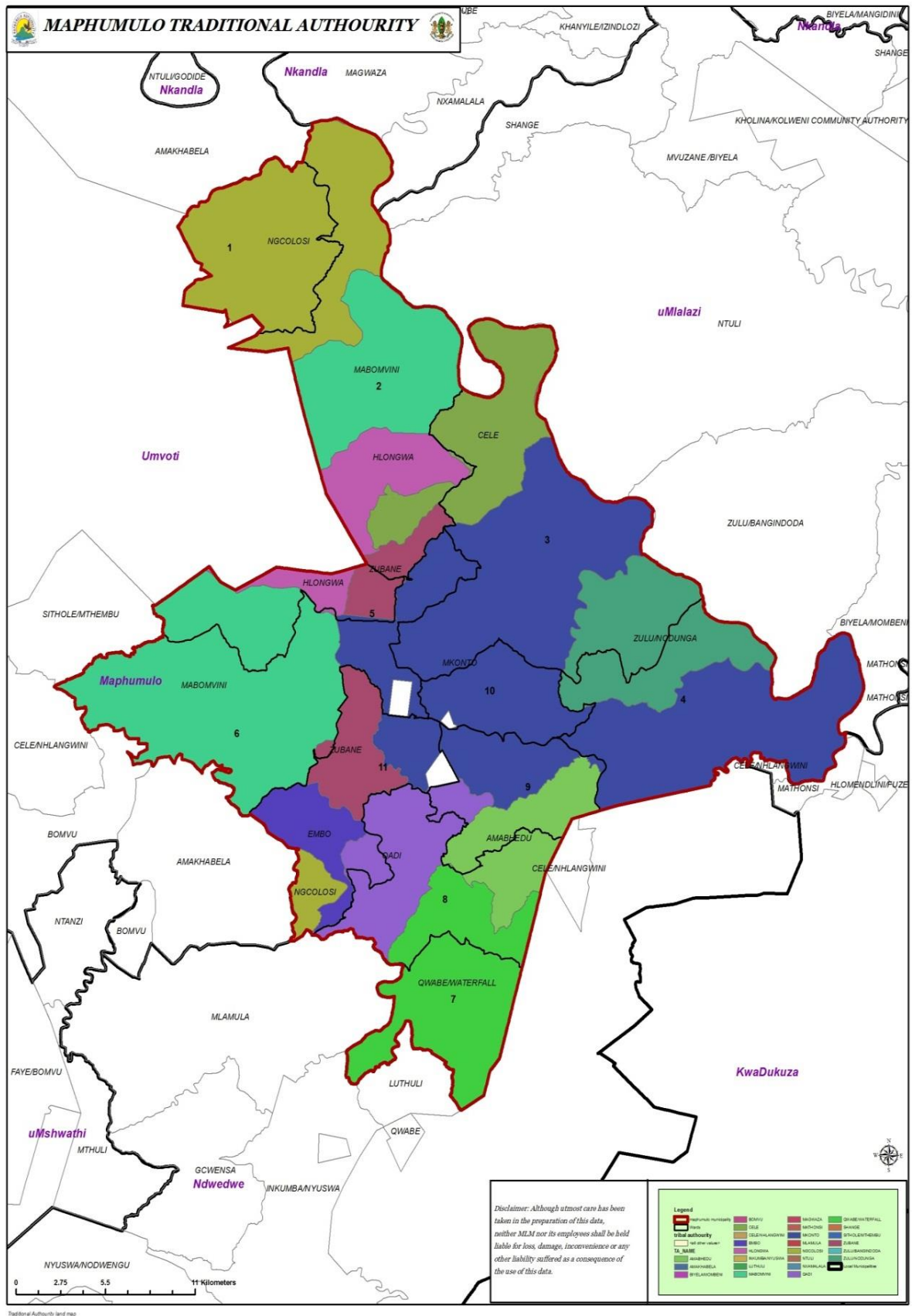
1.3 NUMBER OF WARDS AND TRADITIONAL AUTHORITY AREAS

The Maphumulo Local Municipality is classified as a Category B Municipality in terms of the Municipal Structures, 1998 (Act No. 117 of 1998) and comprises of mostly rural areas governed by Traditional Authorities. Tenure is under the Ingonyama Trust and a very small percentage is directly under the control of the municipality.

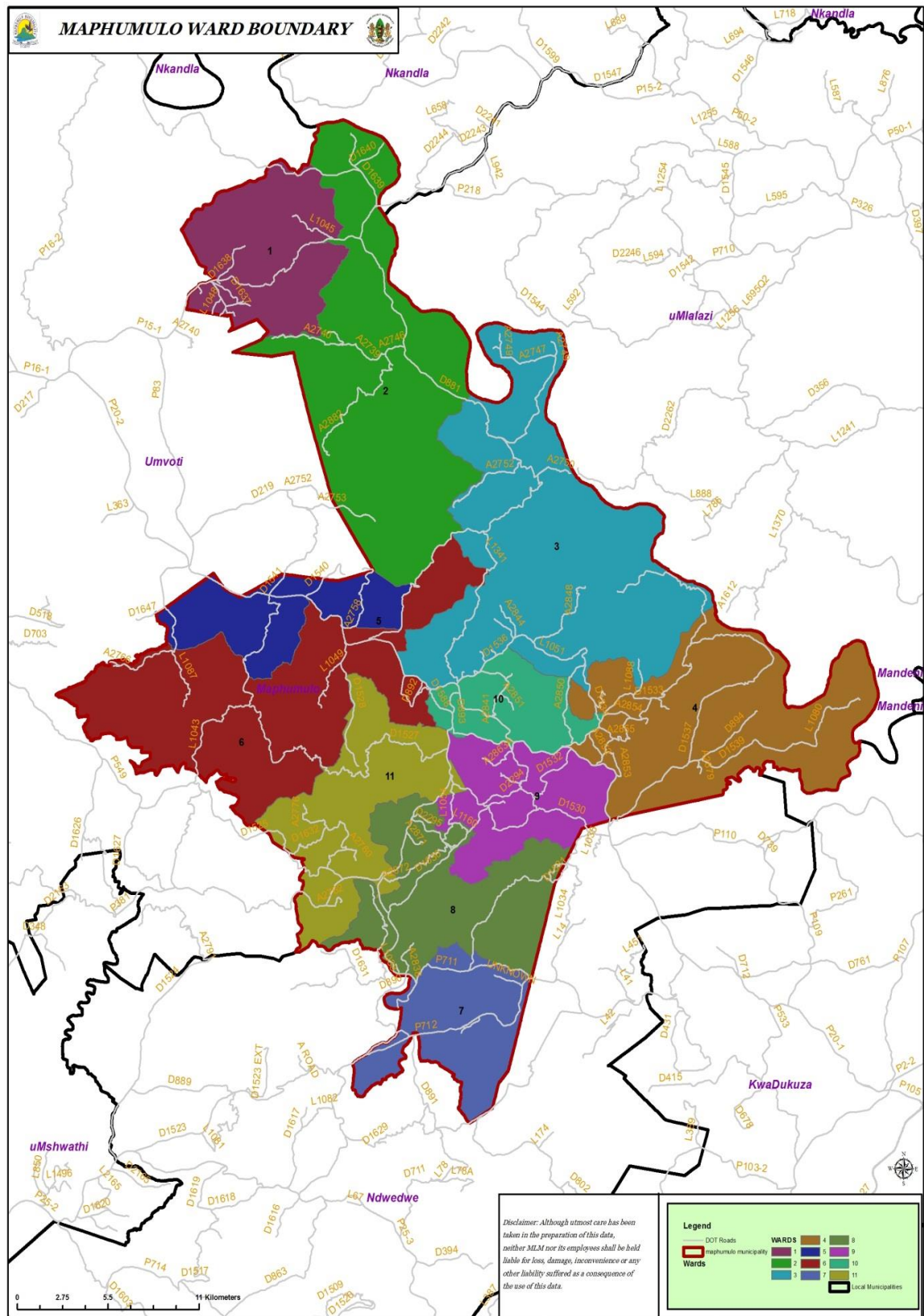
Equally, there are 11 Traditional Authorities areas and wards.

No.	TRADITIONAL AREA	AMAKHOSI
1.	AmaNgcolosi	Bhengu
2.	Amambedu	Khuzwayo
3.	KwaMkhonto	Ntuli
4.	KwaHlongwa	Hlongwa
5.	Zubane	KwaZubane
6.	KwaCele	Cele
7.	EmaQadini	Ngcobo
8.	Nodunga	Zulu
9.	Mabomvini	Ngubane
10.	Mthandeni	Qwabe
11.	Embo	Mkhize

Table 3: Traditional areas



Map 2: Traditional Authority



Map 3: Ward Boundary

1.4 HOW THE PLAN WAS DEVELOPED

This serves as the first review of the principle 4th generation, **2017 - 2022** Integrated Development Plan for the Maphumulo Municipality. There are several guidelines followed throughout the drafting process; such as, the revised KZN IDP framework guide from CoGTA, MEC comments, as well as specific National, Provincial, regional, and local documentation.

The role of IDPs in South Africa has improved significantly over the past years as compared to the period of its early introduction after the promulgation of the Municipal Systems Act. As now commonly understood, Integrated Development Planning is a process through which the municipality prepares a strategic development plan for a five-year period. The IDP, together with the Performance Management System and budgetary requirements are pivotal tools that have been identified to assist municipalities in ensuring service delivery and achieving the notion of a developmental local government.

This document forms the foundation to reviewing the three main municipal processes; outlining the structure that will manage the planning process, time schedule for the planning process, roles and responsibilities and how the process will be monitored.

Administratively, the document is championed through the Development Planning and Shared Services structure. Every effort was made to improve the integration of the IDP, budget and PMS by means of; research studies, inputs from subcommittees, work sessions and utilising the inputs received from the public as the developmental mandate for the reviewal.

The first round of public engagements took place in December 2016. Stakeholders were updated on the 2016/17 IDP Budget and PMS process plan, sector departments presented their planned projects, and most importantly, inputs were received from stakeholders regarding the IDP process.

On the 7-8 March 2017, Maphumulo Municipality embarked on an intensive strategic session, which aimed at deriving tactics or strategies to enhance developmental local government. This was primarily informed by the initial strategic planning session held in October 2016, together with the inputs from the consultation meetings in December 2016.

In April 2017, communities were briefed on the budget allocations, revised strategies, and planned projects for the 2017/18 financial year. As a final point, the Municipality held another strategic planning session from the 17 – 19 May 2017 to rationalize the planned projects, budget and the relevant policies.

1.5 PUBLIC CONSULTATION

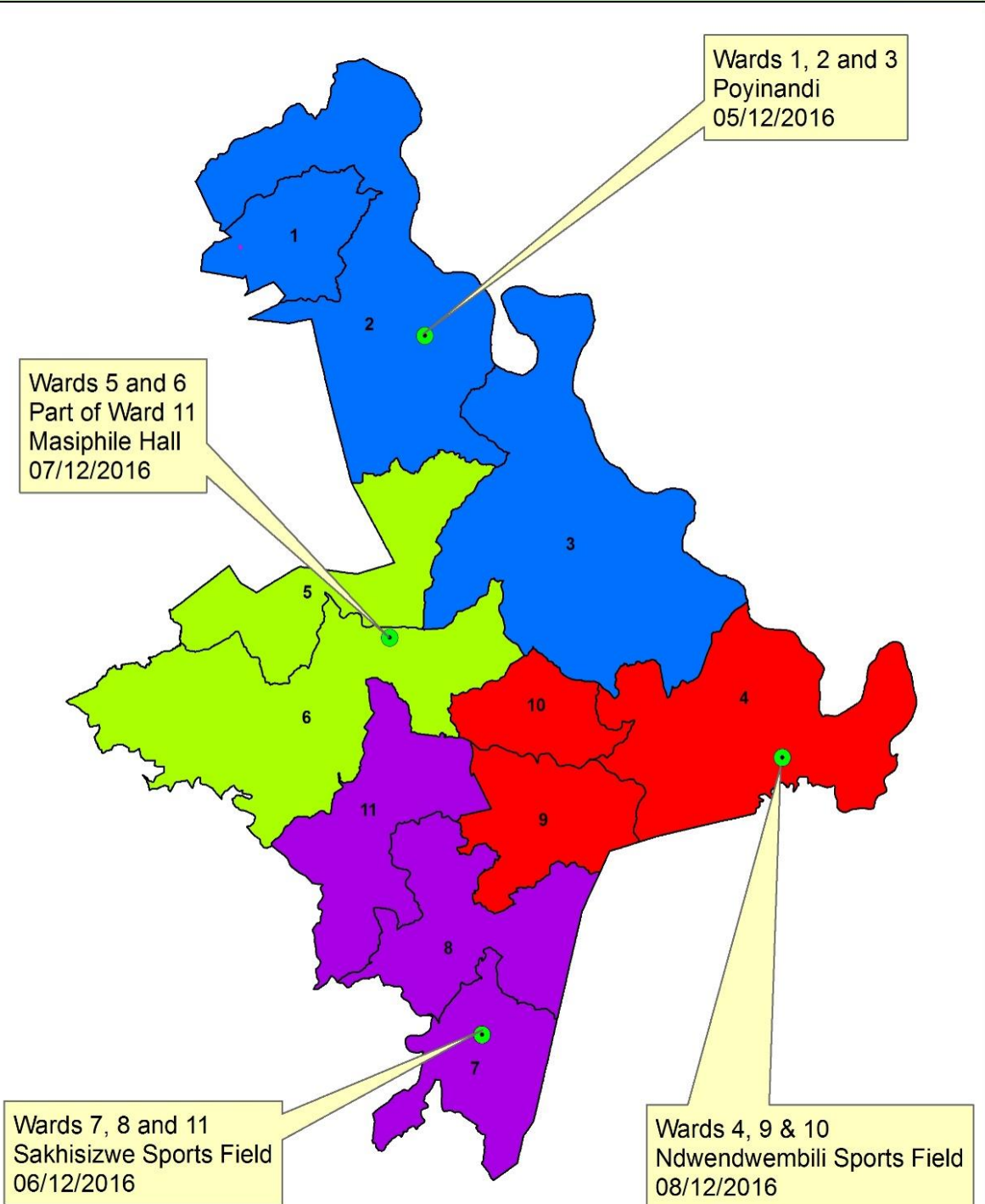
The following table indicates public participation meetings held in conjunction with iLembe District in December 2016 and April 2017;

WARDS	DATE	VENUE	TIME
1, 2 and 3	05 December 2016	Poyinandi	10h00
7,8 and 11	06 December 2016	Sakhisizwe Sports field	10h00
5,6 and 11 (Ocheni)	07 December 2016	Masiphile Hall	10h00
4,9 and 10	08 December 2016	Ndwendwembili Sports field	10h00

WARDS	DATE	VENUE	TIME
1, 2, 3 and 5	25 April 2017	Ntunjambili hall	10h00
3, 4, 6, 10, and 11	26 April 2017	Zamazisa Sport field	10h00
7, 8, 9, 11	28 April 2017	Dlakathi Multipurpose hall	10h00



PUBLIC PARTICIPATION MEETINGS Maphumulo Local Municipality



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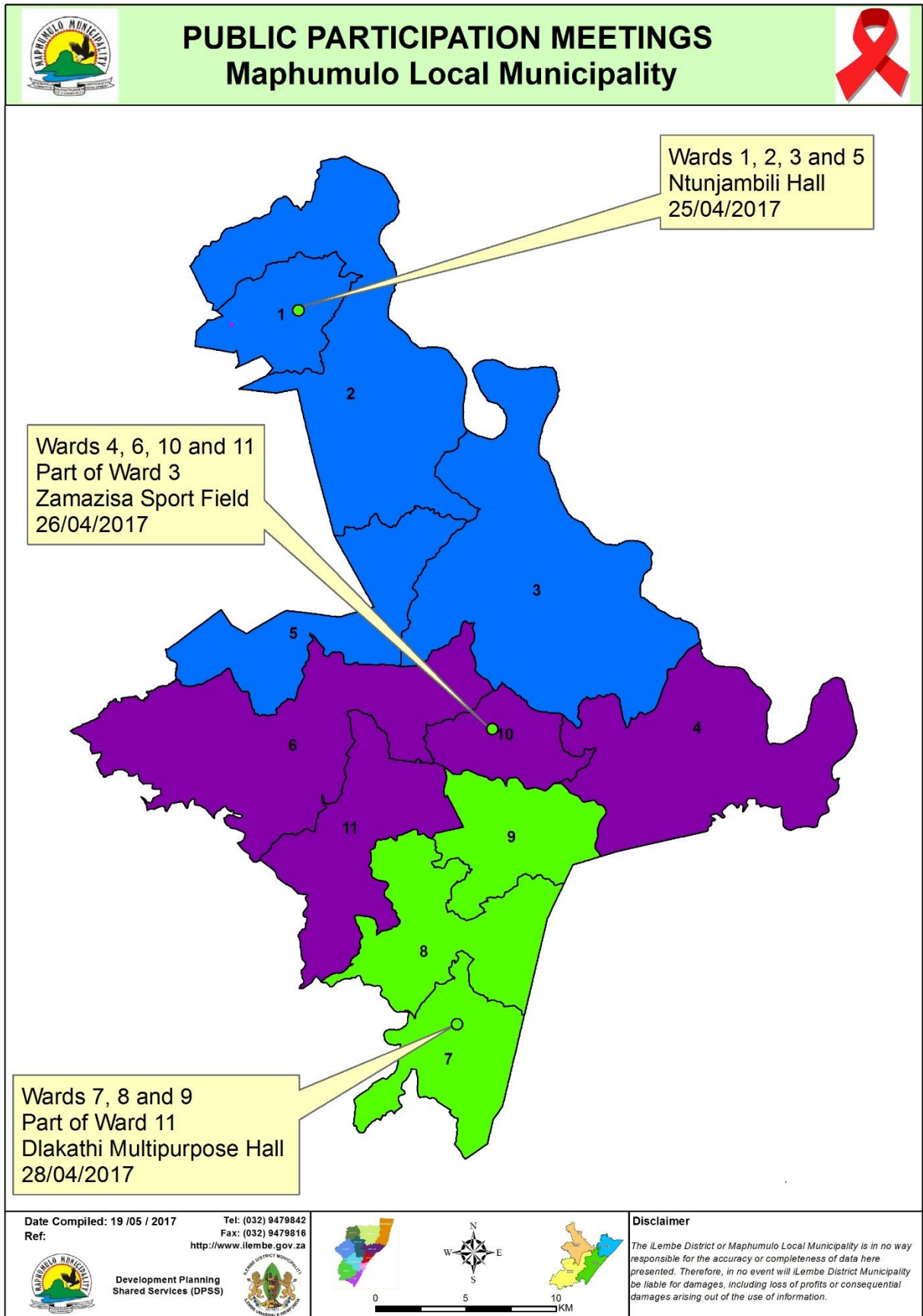


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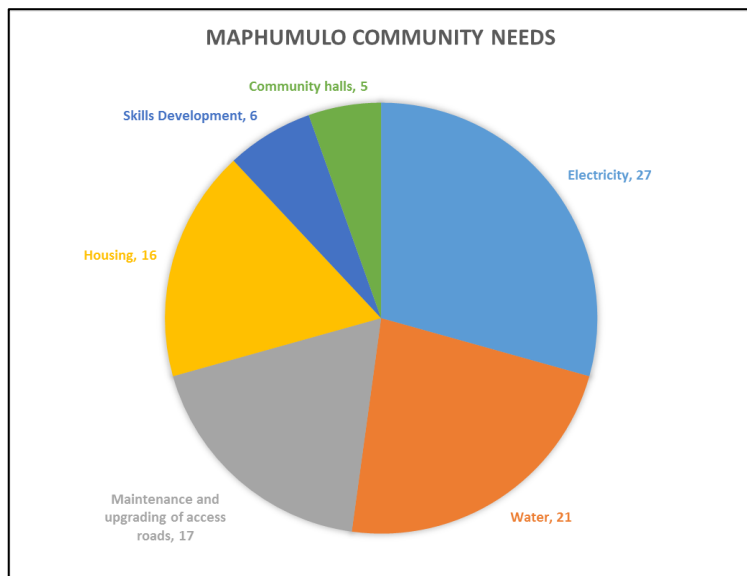
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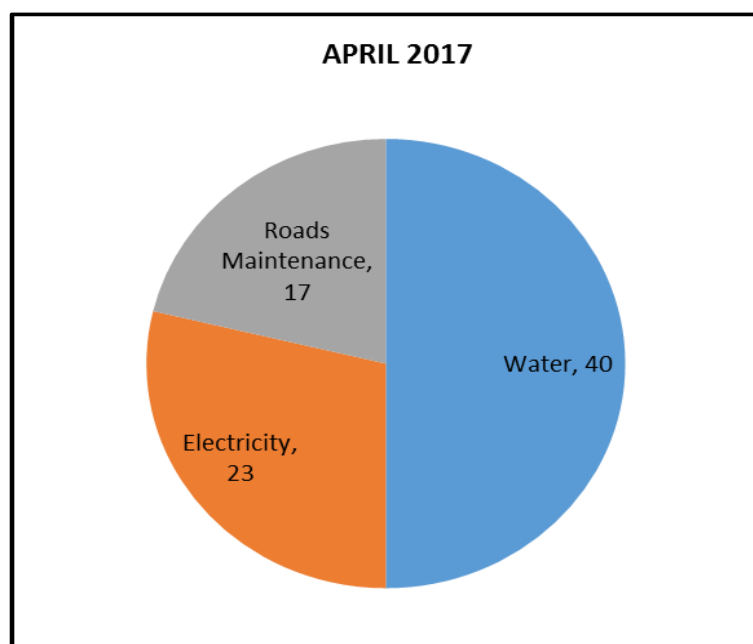
Map 4: Public meetings

1.6 COMMUNITY NEEDS

The following pie charts represents the community needs from the meetings held in December 2016 and April 2017.



2016 - In order, the top three challenges were; **electricity, water and housing.**



2017 - In order, the top three challenges were; **water, electricity and roads.**

1.7 KEY CHALLENGES AND OPPORTUNITIES

The following are the developmental challenges faced by Maphumulo Municipality;

1. High vacancy rate on critical positions
2. Staff turnover i.e. scarce skills
3. Attracting and retaining qualified and experienced staff
4. Low staff moral
5. Lack of Performance Assessment
6. Backlog of infrastructure to service rural communities
7. Delay in housing delivery
8. Lack of attractive infrastructure
9. High rate of unemployment and low economic growth;
10. Lack of incentives to attract investment
11. High level of poverty
12. Low level of skills development and literacy
13. High level of crime and risk
14. Highly grant dependency
15. Debtors Balance Reduction
16. Ensuring financial sustainability
17. Non recovery of cost of providing services
18. Ineffective communication
19. Loss of natural capital
20. Climate change
21. Unsustainable development practices
22. Limited land development rights in traditional settlements.

1.8 WHAT COULD YOU EXPECT FROM US

The long-term vision identified a set of strategic objectives as well as service delivery targets. These objectives represents the municipality's intention to address the factors that influence and lead to the identified priorities. The municipal vision and mission statement remained unchanged; however, 8 Strategic Goals have been identified to enhance the Municipality's vision and developmental mandate;

The long-term vision for Maphumulo LM remains as follows:

“To Be Catalyst for a Sustainable Socio-Economic Development for a Better Life for all”

1.8.1. MISSION STATEMENT

The political office bearers and staff of the Maphumulo Local Municipality commit to:

- ✓ Maphumulo will achieve its vision and strategic objectives by:
- ✓ Creating an enabling environment for economic development;
- ✓ Empowering municipal staff and social stakeholders;
- ✓ Ensuring the participation of marginalized community especial women, youth, disabled and HV/Aids infected and affected

1.8.2. 8 STRATEGIC GOALS

1. BUILD INSTITUTIONAL CAPACITY
2. RESILIENCE INFORMATION COMMUNICATION TECHNOLOGY (ICT)
3. EFFECTIVE, ACCESSIBLE, ACCOUNTABLE AND TRANSPARENT INSTITUTION
4. SUSTAINABLE DEVELOPMENT GROWTH, PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL
5. SAFE, HEALTH AND SECURE ENVIRONMENT
6. BUILD QUALITY, RELIABLE, SUSTAINABLE AND RESILIENCE INFRASTRUCTURE
7. SOUND GOVERNANCE LOCAL GOVERNMENT
8. WELL MANAGED USE OF LAND AND BUILT ENVIRONMENT

1.9 HOW WILL OUR PROGRESS BE MEASURED?

The Maphumulo Municipality has adopted the Performance Management System framework which serves as the guideline document for the implementation of its PMS. The framework will detail the "how" to work with performance information and is inclusive of the following interrelated processes;

- ❖ Performance Planning
- ❖ Performance Monitoring
- ❖ Performance Measurement
- ❖ Performance Analysis
- ❖ Performance Reporting and Review

The performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in the IDP. This is done on the basis of key performance indicators and targets set for each of the IDP objectives. The measures are captured in an organisational scorecard structured in terms of the "logic model" as the preferred performance management model of the Municipality.

The Organisational scorecard is submitted to the Executive Committee for consideration, and subsequently reviewed on a quarterly basis. The reporting takes place in October (for the period July to end of September), January (for the period October to the end of December), April (for the period January to end of March), and July (for the period April to the end of June). The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. This Section determines that the accounting officer must, by 25 January of each year, assess the performance of the municipality and report to the Executive Committee via the Mayor, on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

SECTION B: PLANNING AND DEVELOPMENT POLICY PRIORITIES

2.1 THE MUNICIPAL SYSTEMS ACT (32 OF 2000)

The Municipal Systems Act is the key piece of legislation guiding the preparation of IDP's. Section 26 of the act stipulates that all municipalities must prepare IDP's as their primary strategic tool in guiding development and economic growth. Section 26 further lists the key components that IDP's must reflect which are summarised as follows;

- The Municipal Council for the long term development of the municipality
- Assessment of the existing level of development within the municipality including the identification of communities without access to basic services
- Council development priorities and objectives, inclusive of its local economic development aims as well as the internal transformation needs.
- Councils development strategies which must be aligned with the national or provincial plans and planning requirements binding on the municipality in terms of this legislation
- A municipal Spatial Development Framework (SDF) which must include the provision of basic guidelines for the Land Use Management System (LUMS) of the municipality; and
- Key performance indicators and targets determined through an organisational performance management system based on the priorities identified in the IDP.

2.2 THE SUSTAINABLE DEVELOPMENT GOALS (SDG's)

The Sustainable Development Goals were adopted by the United Nations on the 25th of September 2015. The Sustainable Development Goal's and targets seeks to build on the Millennium Development Goal's and complete what the MDG's did not achieve. It is further stated that each of the SDG's goals and targets are applicable to both developed and developing countries. The SDG's are integrated, indivisible and balance the three dimensions of sustainable development, (i.e. the economic, social and environmental). The SDG's are also flexible enough to allow for differentiated approach through all levels of government. The goals are the following:

Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable quality education for all and promote lifelong learning
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure access to water and sanitation for all

Goal 7	Ensure access to affordable , reliable, sustainable and modern energy for all
Goal 8	Promote inclusive and sustainable economic growth , empowerment and decent work for all
Goal 9	Build resilient infrastructure, promote sustainable industrialization and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities inclusive , safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 14	Conserve and sustainably use the oceans , seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development , provide access to justice for all and build effective , accountable and inclusive institutions at all levels
Goal 17	Revitalize the global partnership for sustainable development

Table 8: Sustainable Development Goals



Figure 11: Sustainable Development Goals

2.3 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT

The Department of Rural Development and Land Reform formulated the Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA). In efforts to create a uniform and coherent National spatial planning and land use management system.

Greater insight is provided under the Spatial Planning and Environmental Management chapter pertaining to SPLUMA readiness and compliance.



Figure 2: SPLUMA

2.4 NATIONAL DEVELOPMENT PLAN

The South African Government adopted the National Development Plan with a long term vision stretching to 2030. The primary objective of the plan is to eliminate poverty and reduce inequality by 2030 by achieving the followings;

- ✓ Uniting South Africans around a common programme to achieve prosperity and equity
- ✓ Promoting active citizenry to strengthen development, democracy and accountability
- ✓ Bringing about faster economic growth, higher investment and greater labour absorption
- ✓ Focussing on key capabilities of peoples and the state
- ✓ Building a capable and developmental state
- ✓ Encouraging strong leadership throughout society to work together to solve problems.

The implementation of the NDP solely depends on Municipal IDP's to unpack, align and action the vision of the NDP.

2.5 12 NATIONAL OUTCOMES

In January 2010, the Cabinet Lekgotla adopted the National Government Outcomes Based Approach. The outcome approach is based on the Medium Term Expenditure Framework (MTEF).

As a Local authority, the principal focus is **Outcome 9: A responsive and accountable, effective and efficient local government system.**

- ✓ Outcome 1: Improve the quality of basic education
- ✓ Outcome 2: A long and healthy life for all South Africans
- ✓ Outcome 3: All people in South Africa are and feel safe
- ✓ Outcome 4: Decent employment through inclusive economic growth

- ✓ Outcome 5: A skilled and capable workforce to support an inclusive growth
- ✓ Outcome 6: An efficient, competitive and responsive economic infrastructure network
- ✓ Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all
- ✓ Outcome 8: Sustainable human settlements and improved quality of household life
- ✓ **Outcome 9: A responsive and accountable, effective and efficient local government system**
- ✓ Outcome 10: Environmental assets and natural resources that is well protected and continually enhanced
- ✓ Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World
- ✓ Outcome 12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship

2.6 STATE OF THE NATION ADDRESS

The President of the Republic delivered the 10th of the Nation Address on the 09th of February 2017. The State of the Nation Address for 2017 focuses on the key areas packed as the Nine Point Plan to reignite growth and create jobs. The SONA 2017 also highlighted areas of specific significance for the country some of the issues raised are the following:

- In relation to unemployment, the President indicated that the key focus areas for job creation include (industrialisation, mining and beneficiation, agriculture and agro processing, energy ,SMMEs ,attracting investments, managing work place conflicts as well as Operation Phakisa aimed growing the oceans economy and other sectors).
- Government also added the cross-cutting areas such as science and technology, water and sanitation infrastructure, transport infrastructure and broadband roll-out.
- The labour-market environment is also showing signs of stability, due to cooperation by social partners.
- The President also urged municipalities to take strict measures in a fight against water leakages in this time of drought.
- The President also laid out the radical socio-economic transformation which is a plan aimed at “fundamental change in the structure, system, institutions and patterns of ownership, management and control of the economy in favor of all South Africans, especially the poor, the majority of whom are African and

female, as defined by the governing party, which makes policy for democratic government”.

- Furthermore, the President also stated that the plan to redistribute land to black people will also be at the front this year. He indicated that only eight million hectares of arable land have been transferred to black people, which is only 8.8% of the 82 million hectares of arable land in South Africa.

2.7 PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS)

The KwaZulu-Natal Provincial Spatial Economic Development Strategy, as well as the KwaZulu-Natal Spatial Development Strategy provides direction regarding the proposed economic drivers that should be focused on and enhanced in specific localities.

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) was reviewed in 2011 and adopted by cabinet in August 2011. This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery, and accountability, ensuring that these changes are responded to with resilience, innovation, and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy, and socially cohesive.

Against this background, the 2011 KZN PGDS is designed to facilitate sustainable economic growth, reduce growing inequality, and promote environmental sustainability. To realise the vision of “**KwaZulu-Natal – A Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World,**” the following long-term strategic goals and objectives have been identified as the compass to guide policy-making and resource allocation to 2030.



Figure 3: PGDS

2.8 STATE OF THE PROVINCE ADDRESS

The State of the Province address was delivered by the Honourable Premier of KwaZulu Natal, Mr. T.W Mchunu on the 1st of March 2017. The Premier delivered his speech under a theme, "Through unity in action, we can move Kwazulu-Natal to a prosperous future". The Premier highlighted the progress that has been achieved by the Province of KwaZulu –Natal as well as what needs to be done to move the Province forward. The Premier emphasised on prioritising the following matters:

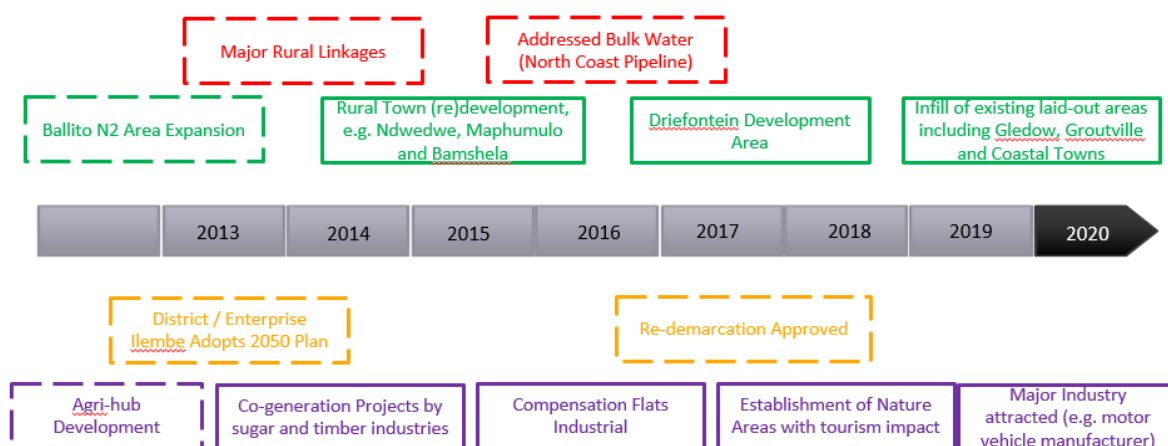
1. Mobilisation with motive to destabilise
2. Social cohesion and moral regeneration as imperatives for national building
3. Crime and corruption
4. Land issues
5. Capacity and ability of the state
6. Radical economic transformation

2.9 ILEMBE REGIONAL SPATIAL AND DEVELOPMENT PLAN

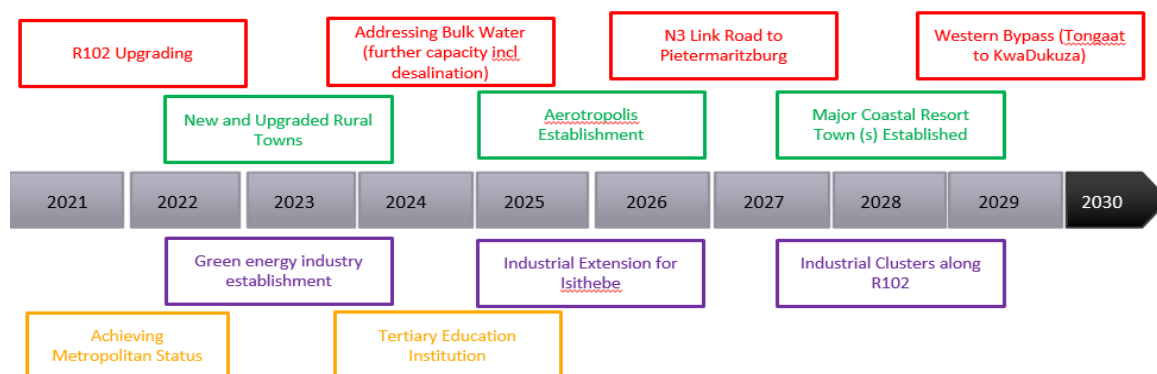
The iLembe Regional Spatial Development Plan (IRSDP) was adopted by Council in December 2013. The iLembe 2050 Regional Spatial Development Plan (RSDP) forms part of a package of plans that range from municipal wide strategic level plans to detailed local level plans and land use schemes at local municipal level. The Integrated Regional Spatial Development Plan is intended to provide a clear direction for the management of development and economic growth in the region.

The iLembe 2050 plan is a regional plan that comprises a spatial component and a set of planning initiatives that addresses the legacy of the past. The plan provides a framework for coordinated development and land use in the region. The plan unpacks the high road scenario which is a 30 year development vision for the District.

Moreover, the plan developed specific key performance indicators that directly influence planning and service delivery at 5 year to 10 year intervals. Apart from alignment with the municipal planning and policy framework, the plan also reflects the requirements and principles of national, provincial, and municipal policies and legislation where applicable. The plan is also in line with the objectives of the National Development Plan and the Provincial Growth and Development Strategy. The figure inserted below indicates the phasing in the short term and the types of triggers followed by a table indicating the alignment between the specific programmes and projects of Maphumulo to the IRSDP



Rural Town (re)development, e.g. Ndwedwe, Maphumulo and Bhamshela	Formalisation of Maphumulo Town Opening of Township register Draft Valuation roll Completion of the rural scheme by 2015/16
Major Rural Linkages	Rural nodes framework Upgrading of roads
Re-demarcation Approved	Re-demarcation of wards 5 and 6 from Mvoti to Maphumulo Municipality



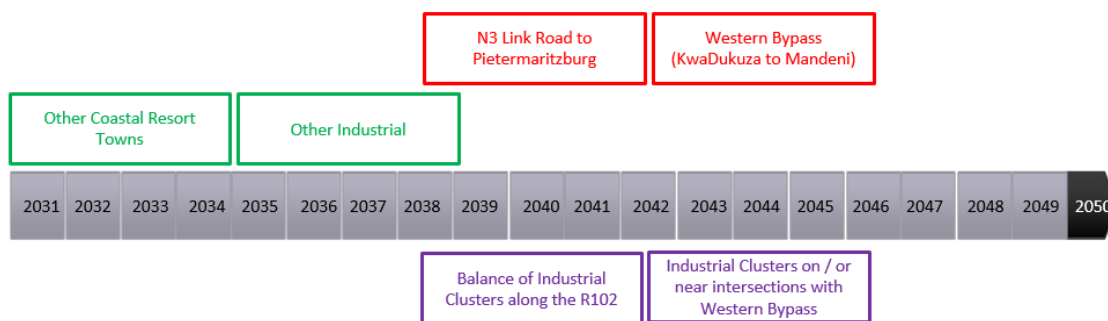


Table 8: IRSDP

2.10 ILEMBE DISTRICT GROWTH AND DEVELOPMENT PLAN

The existence of the iLembe Regional Spatial and Development plan (IRSDP) has made the family unique and a step ahead, when compared to other Districts. As such, a differentiated approach was applied in relation to the District Growth and Development Plan. To begin with, the issue of alignment with National and Provincial programmes was achieved through the five pillars of the IRSDP. For that reason, the translation of projects and programmes emanates from IRSDP into an implementation plan at a district level, inclusive of targets and assigned responsibilities.

Successfully, the iLembe Council, at its meeting held on the 25th February 2016, resolved to adopt the District Growth and Development Plan.

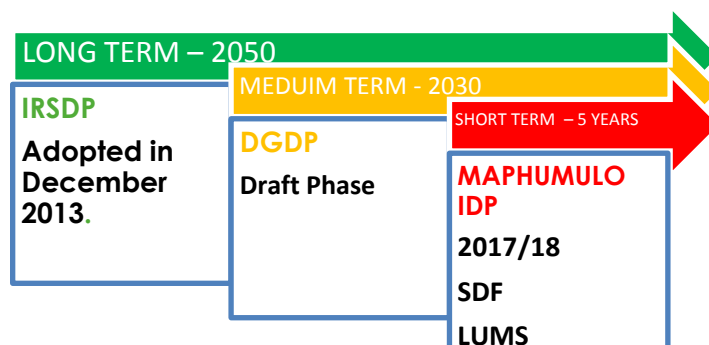


Figure 4: DGDP

2.11 BREAKING NEW GROUND – HUMAN SETTLEMENTS

BNG is a comprehensive plan for the Development of Sustainable Human Settlement (BNG), which was published by the National Department of Human Settlements, provides in inter alia the following guidelines:

- Residents should live in a safe and secure environment, and have adequate access to economic opportunities, a mix of safe and secure housing, and tenure

types, reliable and affordable basic services, educational, entertainment and cultural activities and health, welfare and police services.

- Ensure the development of compact, mixed land use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport in cases where motorized means of movement is imperative.
- Ensure that low-income houses are provided in close proximity to areas of economic opportunities.
- Integrate previously excluded groups into the city, and the benefits it offers, and to ensure the development of more integrated, functional and environmentally sustainable human settlements, towns and cities. The latter includes densification.
- Encourage social (Medium-density) Rental Housing – Social rental housing is generally medium-density and this housing intervention may make a strong contribution in urban renewal and integration.
- There is a need to move away from a housing-only approach to a more holistic development of human settlements, including the provision of social and economic infrastructure.
- More appropriate settlement designs and housing products, and more acceptable housing quality.
- Enhancing settlements design by including professionals at planning and project design stages, and developing design guidelines.

2.12 ILEMBE RURAL DEVELOPMENT PLAN

Rural communities at large, in different parts of the county are still subjected to unrelenting poverty, inequality, limited access to infrastructure, economic opportunities, fragmented spatial patterns and environmental degradation.

As a result, the Department of Rural Development and Land Reform commissioned the development of Rural Development Plans to assist in identifying the development potential of the rural areas within iLembe.

The overall objectives of the study is to:

- Undertake international and national policy literature review that governs rural development and land reform.
- Understand the status quo of developmental issues facing the rural areas and assess the performance of past programmes, projects and approaches.
- Clearly define “rural” and the rural boundaries within the iLembe District Municipality taking into account the relationship between rural and urban areas.

- Develop a Rural Development Plan informed by policies, principles, issues, vision, spatial objectives and outcomes of spatial synthesis that is implementation orientated focusing on specific interventions and projects.
- Prepare a detailed implementation plan with priority programmes and projects in a phased manner with the relevant monitoring and evaluation tools to measure progress of implementation.

At present, the family is at the tail end of finalizing the plan. Outstanding issues of project prioritization, funding sources and the adoption procedure is are still to be concluded.

2.13 ILEMBE EMF

The iLembe Environmental Management Framework is intended to formulate a spatial environmental plan to guide decision making. It identifies, inter alia, environmental assets, areas of environmental sensitivity and conservation value, areas not suitable for human habitation and also environmental management zones. Such data has proved to be critical in assessing developmental proposals at large.

2.14 BACK TO BASICS

The **Back to Basics approach** supports a transformation agenda which is premised on the need to ensure functional municipalities as outlined by the Minister of Cooperative Governance and Traditional Affairs in his 2014 Budget Vote.

Through the assistance of CoGTA, Maphumulo Municipality conducted a Back to Basics workshop in 2015 where an action plan was developed pronouncing the challenges and the required interventions within a specified time period. At present, the back to Basics template is a standing item at the weekly Manco meetings where progress and challenges are reported on.

2.15 HOW THE MUNICIPALITY IS ADDRESSING AND APPLYING THE GOVERNMENT POLICIES & IMPERATIVES

This section provides the background of the National, Provincial and District development planning framework that was considered during the development of the municipal strategy and illustrates the alignment of all these strategies. The alignment table towards the end of this section summarizes the integration of the developmental frameworks into one strategy for the Maphumulo Municipal area.

In terms of section 24 of the Municipal Systems Act –

- (1) The planning undertaken by a Municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities.
- (2) Municipalities must participate in national and provincial development programmes as required in term of section 153(b) of the Constitution."
- (3) It is therefore important for municipalities to align their strategic objectives with national and provincial development programmes. The alignment of the Maphumulo Strategic Objectives with the key national, provincial and regional strategies is illustrated in the table below.

MILLENNIUM DEVELOPMENT GOALS	VISION FOR 2030	MEDIUM TERM STRATEGIC FRAMEWORK	NATIONAL OUTCOMES	PROVINCIAL STRATEGIC OBJECTIVES	ILEMBE DISTRICT MUNICIPALITY	MAPHUMULO MUNICIPALITY STRATEGIC GOALS
	Reforming the public service	Strengthen the skills and human resource base	A skilled and capable workforce to support inclusive growth	Human Resource development		Build Institutional Capacity
	Reforming the public service	Build a developmental state including improvement of public services and strengthening democratic institutions	A responsive and, accountable, effective and efficient local	Governance and policy	Effective Governance, Policy and Social Partnerships	Resilience Information Communication Technology (ICT)
Eradicate extreme poverty and hunger	An economy that will create more jobs	Speed up economic growth and transform the economy to create decent work and sustainable	Decent employment through inclusive economic growth	Inclusive economic growth	A diverse and growing economy	Effective, accessible, accountable and transparent institution
	An inclusive and		Vibrant, equitable			
						Sustainable development growth, productive employment and decent work for all

	integrated rural economy	livelihoods	and sustainable rural communities and food security			
	Improving Infrastructure	Massive programme to build economic and social infrastructure	An effective, competitive and responsive economic infrastructure network	Strategic Infrastructure	Provide equitable access	Build quality, reliable, sustainable and resilience infrastructure
Reduce child mortality Improve maternal health Combat HIV/AIDS, malaria, and other diseases	Social protection Building safer communities	Intensify the fight against crime and corruption	All people in south Africa protected and feel safe	Human and Community Development	Promote social well-being	Safe, health and secure environment
	Reforming the public service	Build a developmental state including improvement of public services and strengthening democratic institutions	A development orientated public service and inclusive citizenship	Governance and policy	Effective Governance, Policy and Social Partnerships	Sound Governance local government
Ensure environmental sustainability	Reversing the spatial effects of apartheid	Sustainable resource management and use	Protection and enhancement of environmental assets and natural resources	Environmental sustainability Spatial equity	A liveable region Living in harmony with nature	Well managed use of land and built environment

Table 9: Implications of various key policies

SECTION C: STRATEGIC THRUST

3.1 VISION

The municipality's "Vision 2017 - 2022" is:

**"TO BE A CATALYST FOR A SUSTAINABLE SOCIAL ECONOMIC DEVELOPMENT,
FOR A BETTER LIFE FOR ALL"**

3.2 MISSION STATEMENT

Maphumulo Municipality aims to work towards achieving its long-term vision by:

- Creating an enabling environment for economic development
- Empowering municipal staff and social stakeholders
- Ensuring the participation of marginalized community especially women, youth, disabled and HIV/Aids infected and affected
- Ensuring a clean and safe environment

3.3 VALUES AND PRINCIPLES

The municipality will continue to be driven by and observe the following service delivery principles of Batho Pele:

- Showing compassion and care to all municipal customers.
- Treating all residents with equality, integrity and respect they deserve.
- Attending and responding to all queries efficiently.
- Conducting the municipal business processes in an ethical and professional manner.

3.4 MUNICIPAL PRIORITIES

MAPHUMULO KEY PRIORITIES	
Service Delivery and Infrastructure Development	Water and sanitation provision Road construction, upgrade and maintenance Electricity supply Eradicating housing backlogs
Local Economic Development	Create jobs and alleviate poverty Access to agricultural markets Development of SMME Informal economy
Financial Management and Viability	Enhancing Municipal revenue * Introducing new revenue streams * Licensing * Law Enforcement Clean audit Reducing grant dependency
Good Governance and Public participation	Addressing the development needs of special groups (youth, women, disabled, and the elderly) Provision of social facilities and services
Institutional Development and Transformation	Implementation of municipal organogram Capacity building for municipal staff Filling of critical vacant posts Strengthening public participation in municipal affairs
Spatial Planning and Environmental Management	Maphumulo Town formalisation and Development Land Use Management Refuse Removal and Waste Management Retail development Building control

Table 10: Key Municipal Priorities

3.5 FIVE YEAR STRATEGIC OBJECTIVES

Maphumulo municipality is committed in enhancing the characteristics of a developmental state and therefore believe that all programmes and activities should be aimed at creating a conducive environment for growth and development. In pursuance of these developmental outcome the municipality commits to preserve or use the available natural resources sparingly for future generations to enjoy.

Like any municipalities in the country, Maphumulo municipality is also faced with the triple challenges of development, which are poverty, unemployment and inequality. Therefore, the municipality is committed to stimulating economic activities to stimulate the much needed growth and development. To catalyze development the municipality aim at investing in the following programmes to create a conducive environment for investment promotion and tourism.

Towards the achievement of its long-term vision, and as informed by the priority issues confirmed through the situational analysis, the municipality has crafted a set of 8 developmental goals create a sense of focus around key priority issues. These development objectives are aimed at bridging the gap between the current priorities and the municipality's long-term vision by offering a high-level of what needs to be achieved in the short to medium term. The following tables reflect in the implementation plans in light of the DGDP goals, Municipal goals and the 5 year strategic objectives.

3.5.1. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (MTID)			
DGDP Goals	Municipal GOAL	5 Year Strategic Objective	Municipal Strategy
Effective governance, policy and social partnerships	GOAL 1: BUILD INSTITUTIONAL CAPACITY	To improve the skills-base and enhance professional and technical capacity.	Vacancy rate
			Filling of critical vacant posts
			Development and review of employee Job Descriptions
			Skills development
			Performance agreements
			Review Organisational structure
		To ensure all correspondence received by the municipality is safeguarded and processed according to the National Archives and Records Service of South Africa Act	Implement records management procedure strategy
			Records Management
		To improve the quality and efficiency of the administrative component	Development and implementation of council policies and bylaws
		To develop an effective and efficient mechanism to monitor organizational performance	Performance Management System
			Submission of Annual Performance Report
			Annual Report
		To provide for the management of risk with the intention of improved efficiency	Risk Management Policy
			Committee meetings
			Auditor General Action Plan
		To promote a safe and secure working environment for all employees	Occupational health and safety
	GOAL 2: RESILIENCE ICT	To provide an effective and efficient Information and Communication service.	Establishment of ICT unit
			Development and implementation of ICT strategy
			Enhance external ICT Infrastructure
			Development of electronic leave management system

3.5.2. GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GGPP)			
DGDP Goals	Municipal GOAL	5 Year Strategic Objective	Municipal Strategy
Effective governance, policy and social partnerships	GOAL 3: EFFECTIVE, ACCESSIBLE, ACCOUNTABLE AND TRANSPARENT INSTITUTION	To ensure responsive, inclusive , participatory and representative decision making at all levels	Clean and accountable administration
			Enhance Policy coherence for sustainable institution
			Functional municipal council committees
			Auditing structures
		Effectively communicate the programmes of the municipality to a full range of audiences	Communication and public participation strategy
			Customer satisfaction survey
			Public participation meetings
			Municipal news letters
			Municipal events
		To facilitate participatory and functional ward committees	Functional ward committees
			Training

3.5.3. FINANCIAL MANAGEMENT AND VIABILITY (FMV)			
DGDP Goals	Municipal GOAL	5 Year Strategic Objective	Municipal Strategy
Effective governance, policy and social partnerships	GOAL 7: Sound governance local government	To effectively manage finances and improve sustainability	Credible Budget
			Budget according to IDP Priorities
			Revenue enhancement
			Indigent register
			Supply Chain Management policies and regulations
			Asset Management
			Credit control
			Debtors Control
			Eliminate AG queries
			Implementation of MFMA

3.5.4. SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT (SPEM)			
DGDP Goals	Municipal GOAL	5 Year Strategic Objective	Municipal Strategy
A LIVABLE REGION	GOAL 8: WELL MANAGED USE OF LAND AND BUILT ENVIRONMENT	To ensure management and regulating the use of the built and natural environment in order to ensure sustainable growth and development of the municipality	Spatial Planning and Land Use Management Act
			Developmental Planning Shared Services
			Integrated Development Planning
			Land Use Management System
			Town Development
			Spatial Development Framework
			Ward based Planning
LIVING IN HARMONY WITH NATURE	GOAL 5: SAFE, HEALTHY AND SECURE ENVIRONMENT		Disaster Management
			Establish fire and rescue services
			Waste Management
			Biodiversity management
			Climate Change

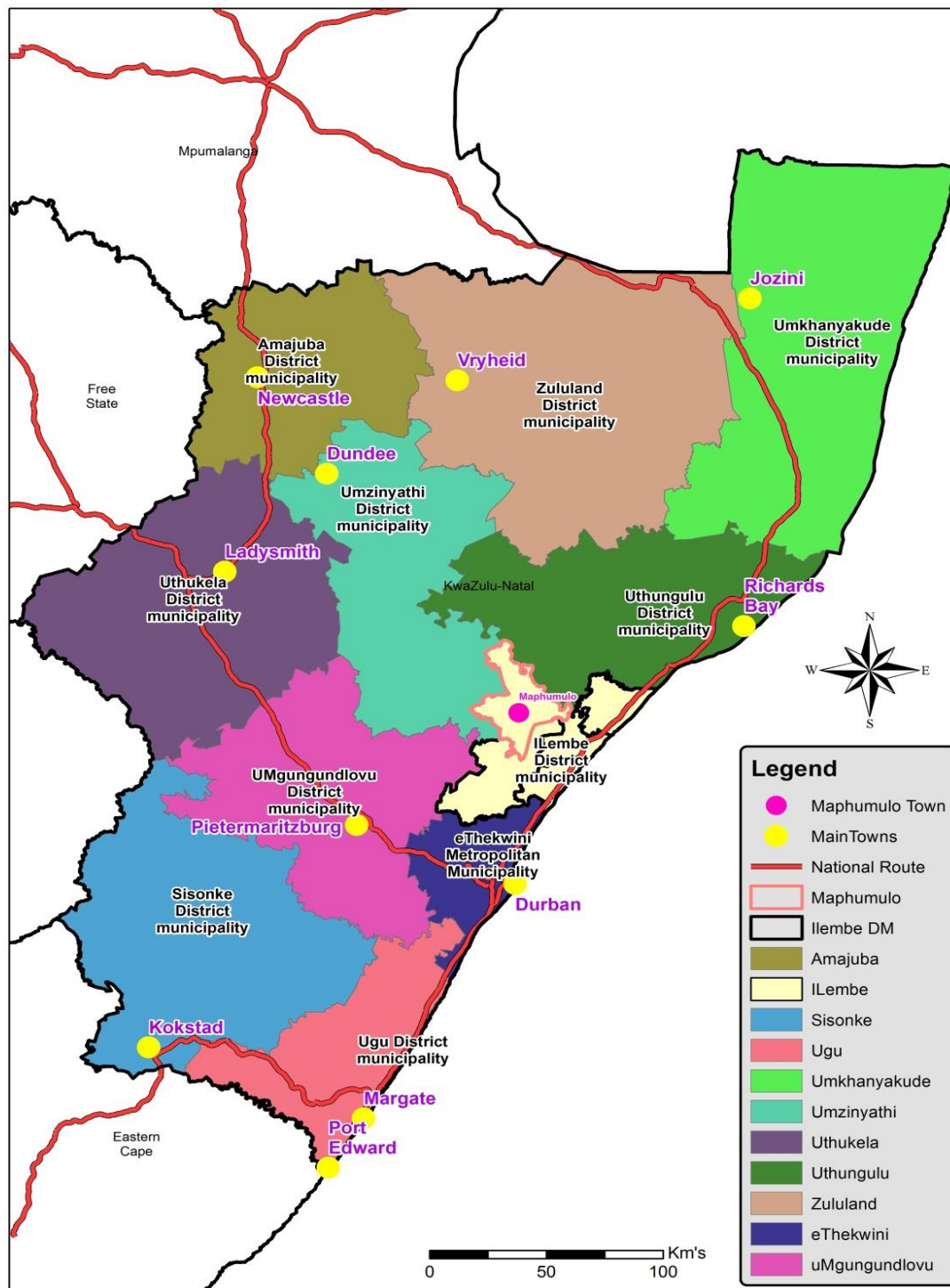
3.5.5. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT (BSDID)			
DGDP Goals	Municipal GOAL	5 Year Strategic Objective	Municipal Strategy
EQUITY OF ACCESS	GOAL 6: Build quality, reliable, sustainable and resilience infrastructure	To develop quality, reliable, sustainable and resilient infrastructure to support economic development and human wellbeing, with a focus on affordable and equitable access for all	Rural housing and Social housing
			Electrification
			Roads infrastructure
			Social facilities and Sporting facilities
			Establishment of Project Management Unit
			MIG spending
			Facilitate provision of water and sanitation
			Maintenance of municipal infrastructure and assets

3.5.6. SOCIO LOCAL ECONOMIC DEVELOPMENT (SLED)			
DGDP Goals	Municipal GOAL	5 Year Strategic Objective	Municipal Strategy
DIVERSE AND GROWING ECONOMY	GOAL 4: SUSTAINABLE DEVELOPMENT GROWTH, PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL	To promote development oriented policies that support productive activities, decent jobs creation, entrepreneurship and SMME's enterprises.	Support Catalytic Projects in the area
			Up-scaling SMMEs and Co-operatives to mainstream economic development
			Strengthening structures of local economic development
			Promote local procurement of goods and services to increase local production
			Developing local skills and promote innovation through community working groups – also address skills development through partnership with schools, TVET, Universities and SETA
			Support and grow tourism related sectors
			Support and grow agricultural sectors
			Support and grow informal traders

			Create a working relationship with AmaKhosi to ensure that land under the trusteeship of traditional leaders is accessible and available for development
		To reduce the proportion of youth, women and disabled not in employment, education or training	Mainstreaming of Youth, Women and Disabled in local economy
			Take advantage on EPWP to provide work opportunities to youth and women
			Encourage local businesses to target young people and to take advantage of programme that promote youth employment
			Implement poverty eradication strategy
			Take advantage of CWP to provide work opportunities to unemployed people
		To reduce natural disastrous impact and HIV related infections and to create healthy lifestyle	Disaster management programmes
			HIV/AIDS Awareness programmes
			Sport development

Table 12: Strategic Objectives

SECTION D: SITUATIONAL ANALYSIS



Map 5: Maphumulo - KZN context

4.1 SPATIAL ANALYSIS

Maphumulo municipality is predominantly rural in character, the dominant form of land use are rural settlements, which are scattered unevenly across the municipality's undulating topography.

There is a general lack of diversity in terms of the typology of settlements, which can be described as follows;

- Town settlement area: this occurs in the form of one main centre viz. Maphumulo Town
- Secondary nodal areas: these are areas located in the midst of rural settlements and generally boast potential to be small service centres for the surrounding households.
- Rural settlements: rural settlements include settlements located in traditional council areas administered by policies and legislation of the Ingonyama Trust Board. The characteristics of these settlements are generally similar, however minor differences exist largely due to different settlement densities, level of infrastructure services and social facilities and also topographical features.

4.2 SPATIAL TRENDS

4.2.1 IMBALANCES OF THE PAST

There are numerous factors that influence where and how people settle and organise themselves in space. The following structuring elements impact directly on the formation and development of settlements in South Africa:

- ❖ Environmental factors such as resources, climate, landforms (topography), and water features i.e. agriculture, availability of minerals and metals, and rivers.
- ❖ Spatial characteristics and location of, for example the distance between activities, i.e. where people stay and where they work.
- ❖ Other factors including cultural factors, economies of scale, political and socio-economic systems.

Post-1994 spatial planning policies have not addressed the spatial geography of apartheid. Low-cost houses were built far from economic centres, something which has continued to impose a burden on the poor who travel long distances in order to access economic and other opportunities that urban areas offer.

The spatial structure of the Maphumulo Municipality reflects a relatively high level of spatial fragmentation and land use separation originating from the unfortunate apartheid past. Notwithstanding the recent development of Maphumulo Town Centre, the rest of the municipal area remains separated from economic activities.

However, the Maphumulo municipality has made progress in an attempt to redress the imbalances of apartheid spatial planning through the provision of basic services such as

clinics, water, sanitation, housing, formalisation of the town centre and new municipal offices.

4.2.2 ADMINISTRATION OF LAND AND SPATIAL PLANNING

Most land in Maphumulo Municipality is located on Ingonyama Trust land. With the exception of high level spatial development frameworks and the associated IDPs, the area has received very limited spatial planning. Two more planning processes have been finalised in the form of the scheme covering the Town Centre and the Area Based Plan for Ntunjambili. The principal challenge facing Ingonyama Trust land in most municipalities is that there has been no form of geospatial planning that talks to reality on the ground due to lack of cadastral data in many of these areas. Decisions of a spatial nature are taken by the traditional council through established local systems and procedures. These decisions form part of communal memory as there is no geo-referencing system. This occurs within a context where the municipality has a responsibility for wall-to-wall spatial planning within its area of jurisdiction. Utilising the existing spatial, more can be done to improve the work of traditional leader in this regard and ensure that the future land administration including allocation in rural settlements is in line with the general planning and service delivery programmes of the Maphumulo Municipality.

4.2.3. RURAL SETTLEMENT PATTERNS AND SUSTAINABILITY

The National Development Plan, 2011 has outlined the creation of sustainable human settlements as one of the main objectives, although this is driven mainly from the housing delivery perspective, it has serious implications for resource utilisation, delivery of services and improvement to the citizen's quality of life generally.

The current spread of rural settlements and households therein, renders service delivery inefficient and has a potential to undermine future sustainability of these settlements. Some households have encroached onto agricultural lands, while overgrazing has become a common occurrence thus reducing the amount of land available for food production.

4.3 SETTLEMENT PATTERNS

4.3.1 RURAL RESIDENTIAL

The predominant residential land use type in the area is characterised as “rural-residential” in nature. Agricultural activities serve to supplement residents' diets, coupled with an associated subsistence livelihood for a considerable proportion of the rural contingent. There are however a few pockets of land that are used for commercial sugar cane farming. The homesteads are more often traditional homesteads, accommodating those working in urban areas that commute daily, weekly or monthly back and forth is unlikely that this situation will change in the near future, but should be monitored in terms of preventing livestock and development in ecologically and environmentally sensitive areas.

4.3.2 EXPANSIVE RURAL SETTLEMENT

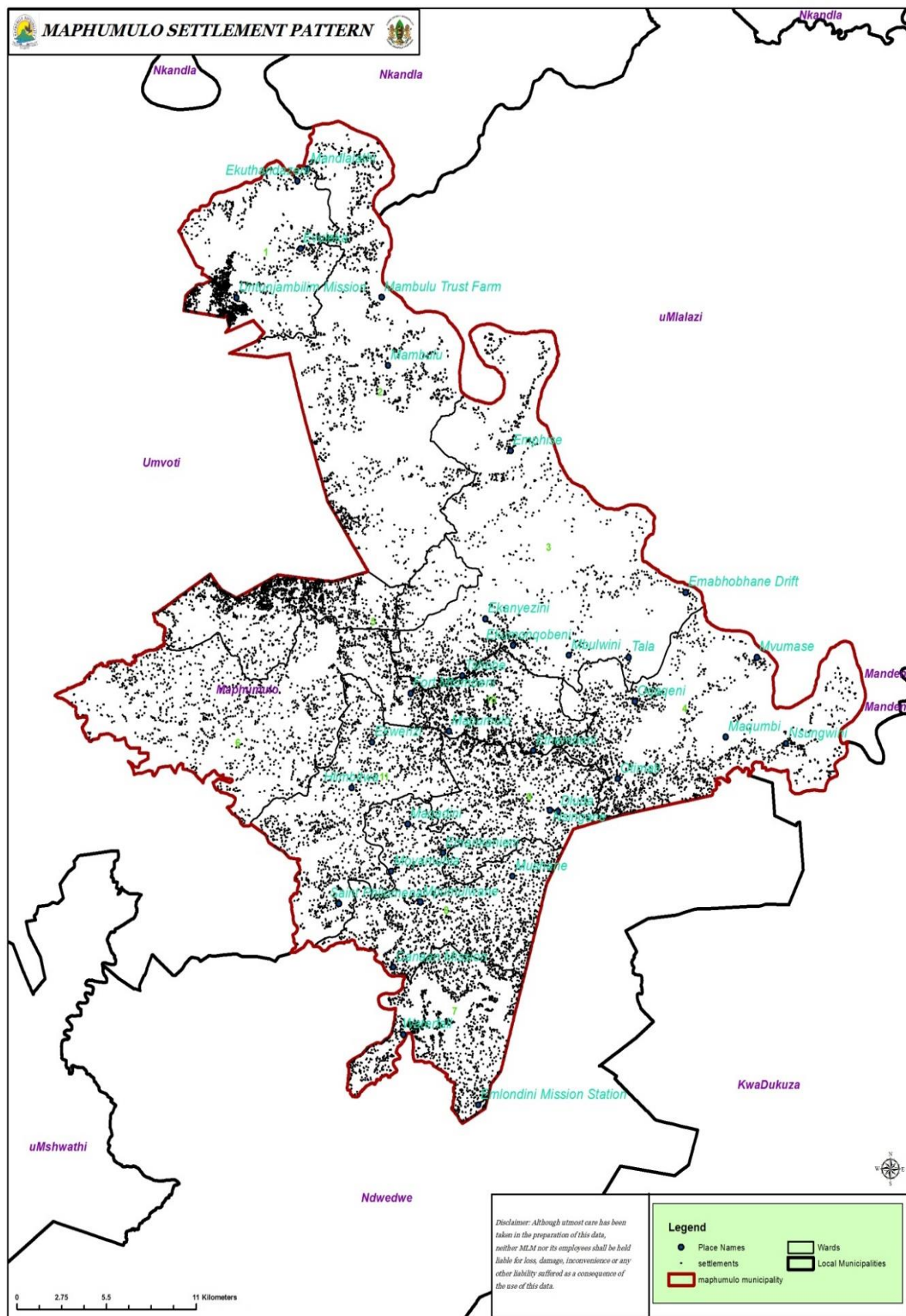
There are 11 Traditional Council areas, with varying population densities and the majority being located within Mkhonto followed by Qwabe-Mthandeni, the least being within Mpungose area.

The current settlement structure within the subject municipality makes it difficult to provide service in an efficient and effective manner. Furthermore, Maphumulo municipality consists of an even and undulating topography, which further puts more strain on the limited resources the municipality has in terms of providing service to local residents etc.

The Maphumulo Municipality reflects the spatial planning of the apartheid past in its settlement patterns. This continues to undermine the efforts of working towards equitable and integrated development. The impact of separate development and apartheid policies on settlement can broadly be categorised as follows:

- Separation between different types of settlements with a clear rural-urban separation.
- Conservation areas which are poorly integrated into the surrounding settlements
- Emerging peri-urban settlements with relatively high densities. The majority of these abuts onto the existing Maphumulo and Ntunjambili nodal settlements and reflects a degree of urbanisation in the areas.

Despite this, settlements form a continuum from planned urban areas with orderly development to rural settlements that have emerged and developed within the context of traditional settlement and leadership. Issues facing each of these areas differ significantly suggesting a need for the formulation of flexible strategies that facilitate spatial integration and transformation of settlement into sustainable human settlements.



Map 6: Settlement patterns

4.4 MAPHUMULO TOWN

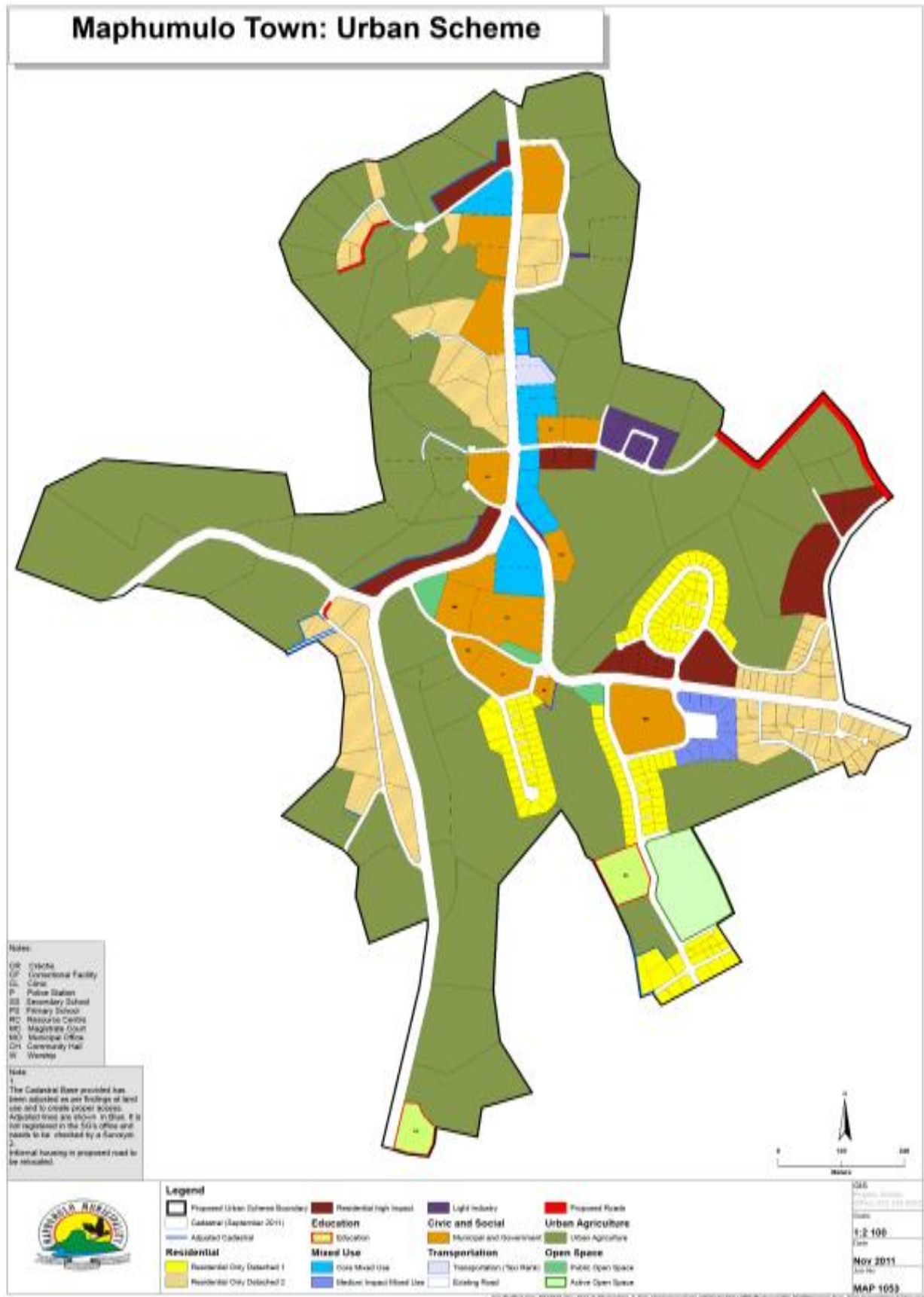
Maphumulo is the beneficiary of the formalization programme, as administered by the Department of Co-operative Governance and Traditional Affairs. It was registered as a township at the deeds office in December 2015. The town comprises of 327-designed erven, at a minimum site size of 300m² and has a general plan obtainable at the deeds office. The township is registered under general plan number 249/2005. The town has an existing urban scheme, which was adopted in 2013. The Scheme was formulated in order to deal with the land use management challenges that were experienced by the town and facilitate the structured growth of the town. Approximately 173 sites are zoned for residential purpose all sites consist of detached houses (which means a single site within a single house). Residential sites have consumed approximately 7.9 hectares of the Maphumulo Town, and in terms of their spatial distribution.

In an attempt to publicise the scheme to the public and all interested and affected stakeholders, COGTA – Spatial Planning has introduced a rural signage initiative which displays information pertaining to the scheme map and the contact details for the office of the Municipal Manager.

Progress pertaining to matters of the town are further articulated in the Spatial Planning and Environmental Management chapter.



Figure 5: Maphumulo Town Signage



Map 7: Urban Scheme

4.5 DEVELOPMENT CORRIDORS

4.5.1 PRIMARY CORRIDORS

The municipal area is linked via an existing "east-west" **primary corridor (R74)** from Kranskop (KZ245) through Maphumulo to Stanger (KZ292). Three regional transport routes have been identified as primary development corridors. Maphumulo (R74) serves as the main access route to Maphumulo area and ILembe District and links the municipal area with Stanger, Greytown and Ndwedwe which feature prominently in the District Spatial Development Framework.

Settlements located along these corridors should be prioritized for upgrading in terms of service delivery, road infrastructure, housing and development of higher order public facilities.

The secondary "north-south" corridor (P 711) emanates from Ndwedwe (KZ293) to the south through to Maphumulo. This corridor has partially been upgraded and continues to receive attention. North-South corridor (P 711) is a strategic link in the ILembe District Municipality's SDF and is aligned to the corridor highlighted in the Ndwedwe SDF. A further secondary corridor (P15-1) to be reinforced links the north-western portion of the municipality to Kranskop and Madungela (KZ286). Within Maphumulo Municipal area there are other secondary corridors including D 881 (linking Hhosi (via D 881) to a primary corridor (R74) through onto either Kranskop in the west or Stanger to the east; D1527 (linking wards 5, 6 and 11) to the west of P711 to Maphumulo Town, extending the linkage from P711 to Stanger via Khabane Linking the P 711 and R 74 via the settlement of Nhlanomfula (D1532).

The route which links the settlements of Thafamasi, lead to the secondary corridor D 881 and also the D 894 route which links the settlements of Oqaqeni and Otimati. These secondary corridors facilitate movement and improve the level of access within the municipal area. They provide road linkages between different settlement webs and also provide access to the tourism centres.

4.5.2 SECONDARY CORRIDORS

P 711 (linking Maphumulo with Ndwedwe). This road provides access to main road to Ndwedwe and a number of settlements are located along this road.

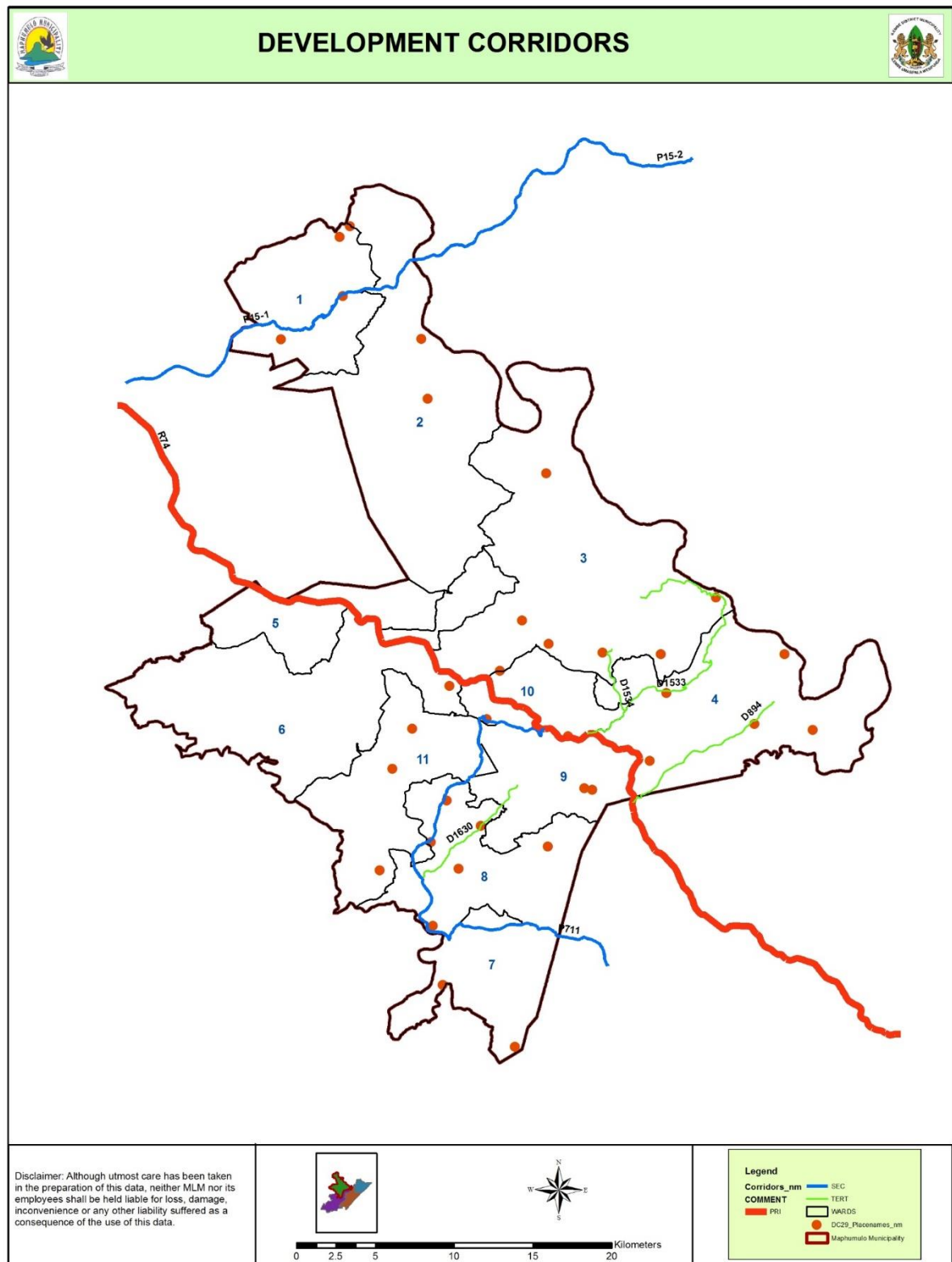
P 15, link road from Kranskop to Hhosi. This serves as the main link road between the north-western and south-eastern settlements. It is also a tourist route to Itshe Lika Ntunjambili and KwaShushu hot springs.

4.5.2 TERTIARY CORRIDORS

The tertiary routes that have been identified within the municipal area include D894, D1573, D1533, D1534, and D1630.

There are a number of link roads within Maphumulo municipal area from KwaMxhosa to Zubane, from Nhlanomfula to main road to Stanger, similar character as Oqaqeni and Maqumbi. Tertiary corridors are found mainly within the settlements and bind together different settlements. They serve mainly as internal as circulation and access roads to a range of social facilities and economic development opportunities. These corridors are opportunity areas for the location of lower order facilities. The settlement hierarchy and

development corridors provide a framework for the future provision of bulk infrastructure, services and facilities, and support for local economic development initiative.



Map 8: Development corridors

4.6 SECONDARY NODAL AREAS

The SDF identifies four secondary nodes within the municipality. These include;

- **KwaMxhosa**
- **Ntunjambili**
- **Mphumulo**
- **Mvoti**

4.6.1 KWAMXHOSA

KwaMxhosa node is located on the western border of Maphumulo municipality, within the Mabomvini Traditional Council. It is located in ward 5 and is strategically positioned along the municipality's primary corridor viz. the R74. It lies at the intersection of R74 with D1527 and D1541. It is located approximately 15 kilometers from Maphumulo Town. The KwaMxhosa area is one of the denser areas within the municipality, but has a few vacant patches which can be strategically used. The Ilembe Rural Nodes Development Framework identified this node as an area of focus within Maphumulo municipality. The framework posits a number of proposals for the node including areas that should be densified, areas where mixed use development and community facilities should be encouraged and areas where infill development should take place. The main land uses within the node include:

- Social facilities such as a schools, a clinic, sports field, crèche
- Shops
- Dwelling units
- Taxi rank
- Forestry
- Church

4.6.2 NTUNJAMBILI

Ntunjambili node is located on the north-western border of Maphumulo municipality, within the AmaNgcolosi Traditional Council boundaries. It is located in ward 1, approximately 8 kilometers from Kranskop town. It is traversed by a number of roads including P15-1, D1637 and D1638, with P15-1 being the main road as it directly links the area with Kranskop town. Ntunjambili is one of the denser areas within the municipality, hence it was identified as an area that needed area based planning and an area that should be prioritized for public and private investment. Furthermore, the area is home to the Ntunjambili Rock – The Kop, which is a tourist attraction. The Ntunjambili Area-Based Plan sees Ntunjambili as an area that boasts potential for mixed use development and suggests a number of proposals in this regard. The main existing land uses within the node include:

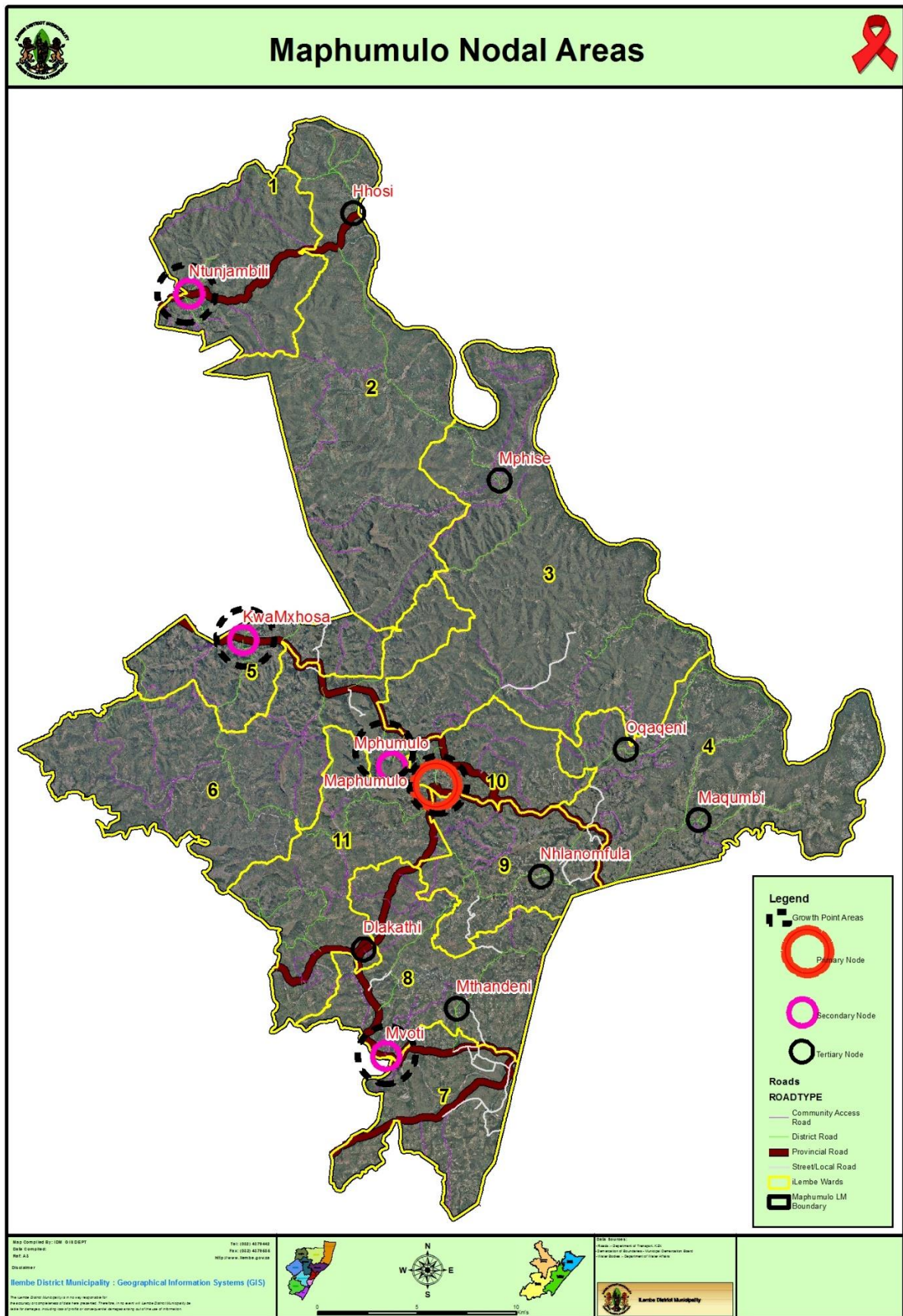
- Commercial uses such as a tavern, old factory, hardware, shops
- Social facilities such as the hospital and associated buildings, Schools, crèches, sports centre, community hall
- Churches and mission station
- Cemetery
- Informal taxi rank

4.6.3 UMPHUMULO

Umphumulo node is located in the central parts of Maphumulo municipality, on one of the few privately owned pieces of land within the municipality. It is located in ward 6, less than 2 kilometers from the R74 and approximately 6 kilometers from Maphumulo town. It is traversed by a district road viz. D892 which links directly with the R74. Umphumulo is anchored by the location of a hospital in the area, which is one of the main attractors of people to the area. The main existing land uses within the node include: Social facilities such as the hospital and associated buildings, Schools, crèche, sports field .

4.6.4 MVOTI

Mvoti node is located on the southern portion of Maphumulo municipality, within the Qwabe Traditional Council boundaries. It is located in ward 8, a distance from the R74 and Maphumulo town. It lies at the intersection of D890 and P711. The P711 links directly with Maphumulo town, while the D890 facilitates linkages with Bhamshela node, located in Ndwedwe municipality. The Mvoti area is characterized by a sloping gradient, and is located in close proximity to the floodplain of the Mvoti River. It has a relatively low settlement density, owing to its topography and its location far from other rural service centers. There currently only exists an informal taxi rank in this node, however the node does have potential for the development of other uses due to the intersection.



4.7 KEY FINDINGS ON SPATIAL TRENDS

- ❖ Town register was opened on the 02nd December 2015
- ❖ The Maphumulo Town was gazetted in September 2012 and has adopted a Town Planning Scheme primarily for the Town Centre.
- ❖ Maphumulo is an emerging village with nodal functionality as the principal administrative and service centre for the surrounding rural communities;
- ❖ There are four secondary nodes in the Municipality namely; Ntunjambili, KwaMxhosa, Mphumulo Hospital area and Mvoti taxi rank.
- ❖ Household types in the municipal area comprise of largely traditional rural dwelling units;
- ❖ Residents of Maphumulo have limited accessibility to health care facilities and services. However, the Municipality together with the Department of Health are working towards reversing the situation;
- ❖ Sugar-cane cultivation is the predominant economic activity and land use in the municipality. ILembe DM has initiated a number of agriculture projects for the community;
- ❖ Maphumulo possesses many natural and cultural assets, which can be exploited to build up the Municipality's attractiveness to visitors;
- ❖ Government services are the largest contributor to the local economy.

4.8 ENVIRONMENTAL ANALYSIS

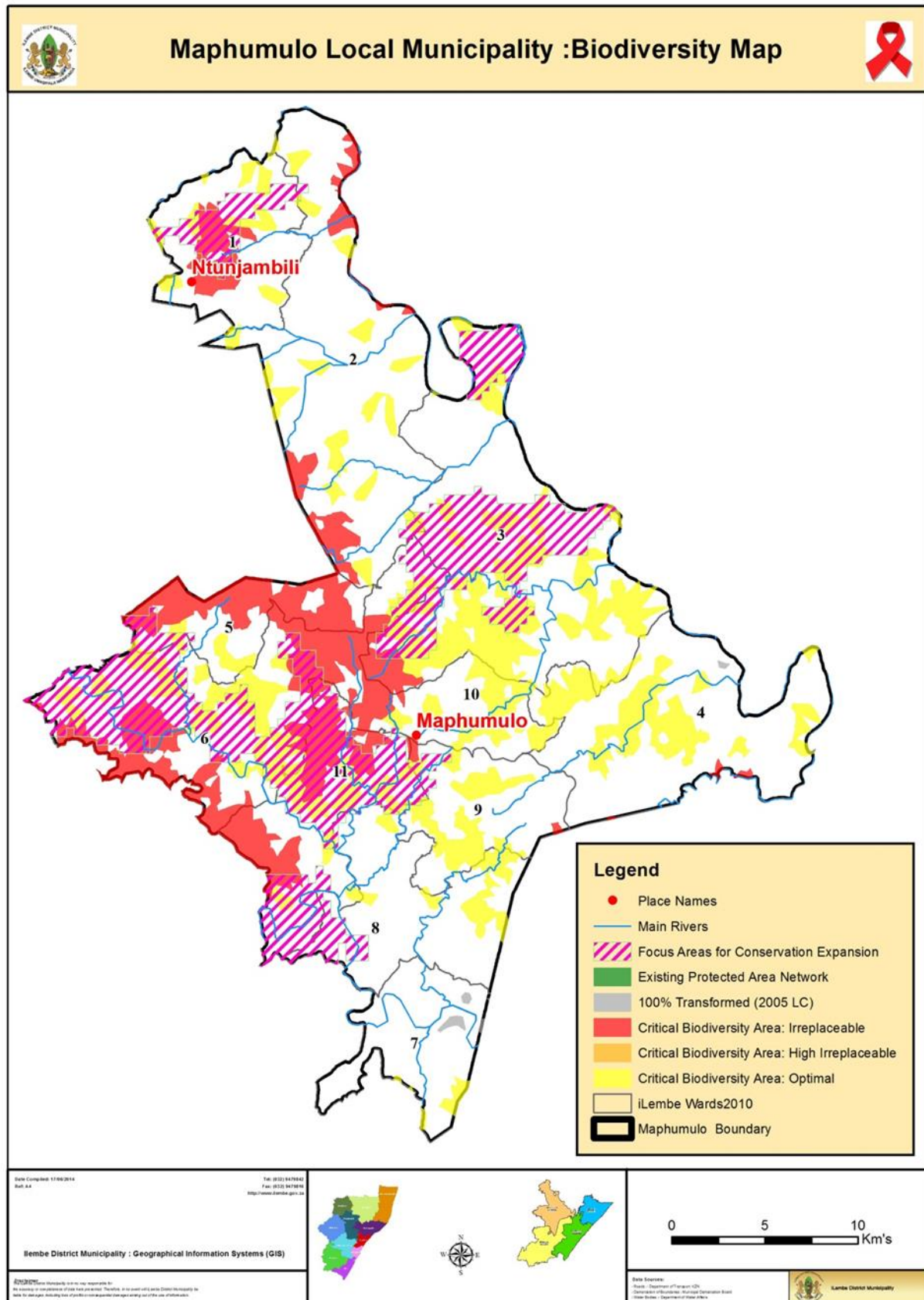
Maphumulo Municipality is dominated by agricultural practices in the form of sugarcane farming comprising over 84% of the total land area. Urban related development within the Municipality consists of both formal and informal land uses which constitute less than 5% of the total land area. The remaining land portions comprise a range of underdeveloped patterns, with recognized ecological or environmental resources. These environments are, however, under threat from a variety of human related activities. The environmental analysis focuses on themes such as habitat, biodiversity management, protected areas, climate change, coastal management, key hydrological features, air quality management, and waste management.

4.9 BIODIVERSITY MANAGEMENT

The Maphumulo Municipality is rich in natural resources, and most of these resources occur along the uThukela, Hlimbithwa and uMvoti Rivers and some scattered along various parts of the Municipality including the Ntunjambili area. Other Key natural features found within the Municipality are wetlands, forest areas, and grasslands.

Three types of biomes are found within the Maphumulo Municipality, namely; the Grassland, Indian Ocean Coastal Belt and Savanna. Vegetation types include; the Eastern Valley Bushveld, KwaZulu-Natal Coastal Belt, KwaZulu-Natal Hinterland Thornveld, KwaZulu-Natal Sandstone Sourveld, Midlands Mistbelt Grassland, Ngongoni Veld and Scarp Forest.





Map 11: Bio-diversity

4.10 PROTECTED AREAS

Protected areas are categorised into three classes – formally protected (National Parks, Provincial and Local Authority Nature Reserves and Forest Nature reserves), class 2 protected (Mountain Catchment Areas, Wildlife Management Areas, Private Nature Reserves, National Heritage Sites, Forest Areas, Bird Sanctuaries and Botanical Gardens) and the protection of the undisturbed mining land.

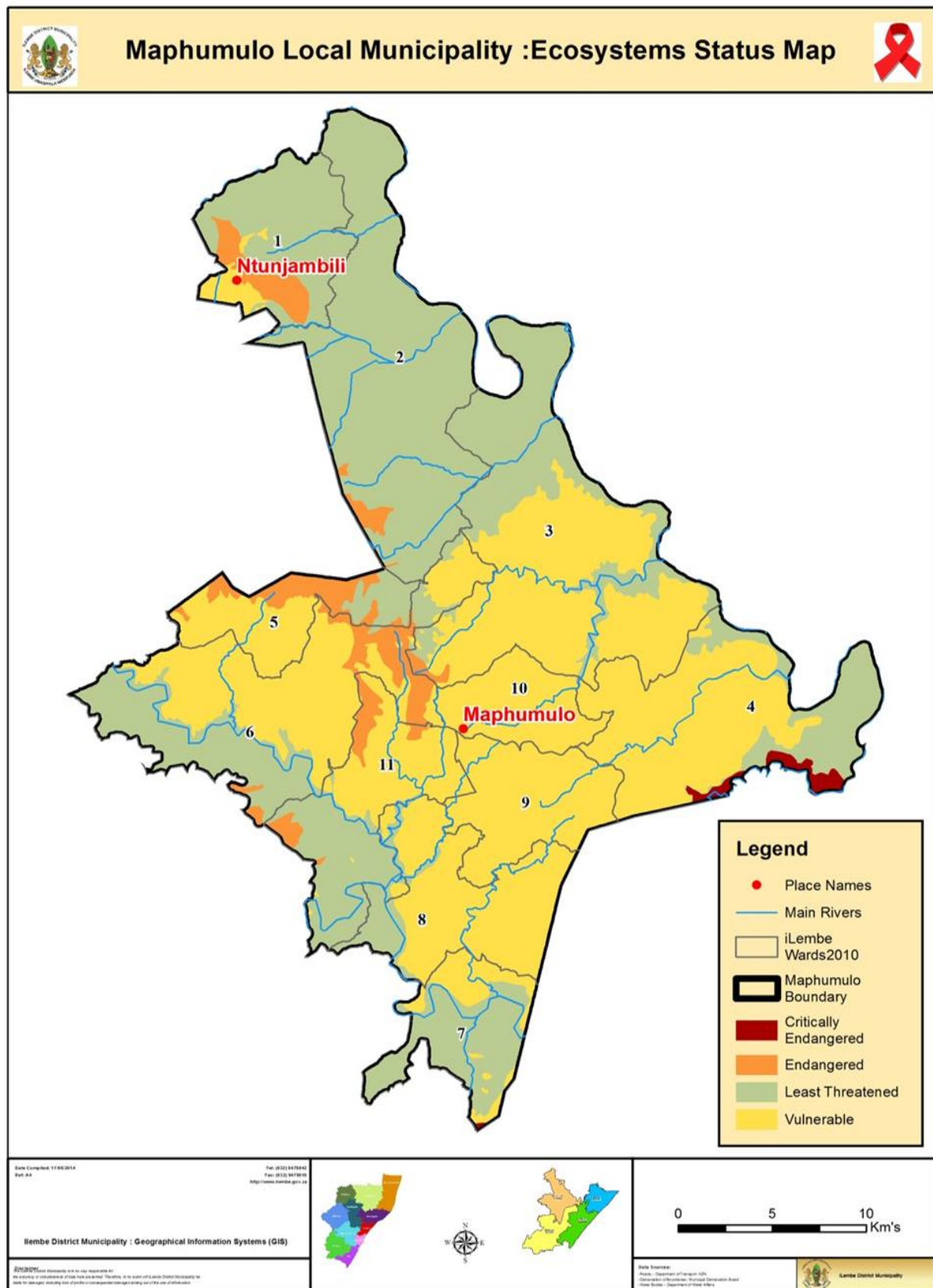
There is no any class of the protected areas currently in existence within the Maphumulo Municipality.

4.11 EXISTING DATA ON SPECIES

Listings of threatened species offer a new approach to reducing unnecessary habitat loss through land conversion for agriculture, urban development or forestry. A national list of ecosystems that are threatened and in need of protection was published in December 2011 and below is a list threaten Flora and Fauna within the Maphumulo Municipality as per the National list.

Maphumulo	
Flora	<ul style="list-style-type: none"> Helichrysum woodii Senecio exuberans
Fauna	<p>Reptiles</p> <ul style="list-style-type: none"> Scelotes inornatus (Legless Burrowing Skink) Bradypodion melanocephalum (Black-headed Dwarf Chameleon) <p>Amphibian</p> <ul style="list-style-type: none"> Hyperolius pickersgilli (Pickersgill's Reed Frog) E <p>Birds</p> <ul style="list-style-type: none"> Anthropodes paradise – (Blue crane) Vu Balearica regulorum – (Crowned crane) Vu <p>Mammals</p> <ul style="list-style-type: none"> Dendrohyrax arboreus – (Southern tree hyrax) LC <p>Invertebrates:</p> <p>Molusca</p> <ul style="list-style-type: none"> Edouardia conulus Euonyma lymnaeiformis Gulella euthymia (Warty hunter snail) Gulella separata <p>Milipedes</p> <ul style="list-style-type: none"> Camaricoproctus planidens, Centrobolus anulatus – (Forest millipede), Centrolobus tricolor, Doratogonus certulatus, Doratogonus falcatus, Doratogonus natalensis (Natal Black Millipede), Doratogonus rubipodus, Doratogonus peregrinus, Gnomeskelus spectabilis, Gnomeskelus tuberosus urbanus, Patinatus bideramus simulator, Spinotarsus destructus, Spinotarsus glomeratus, Spinotarsus maritzburgensis <p>Insecta</p> <ul style="list-style-type: none"> Eremidium erectus Odontomelus eshowe

Table 13: Existing Data on Species



4.12 SUMMARY OF BIODIVERSITY INFORMATION

For the better management of biodiversity within the Maphumulo Municipality; biodiversity data can be summarised as follows:

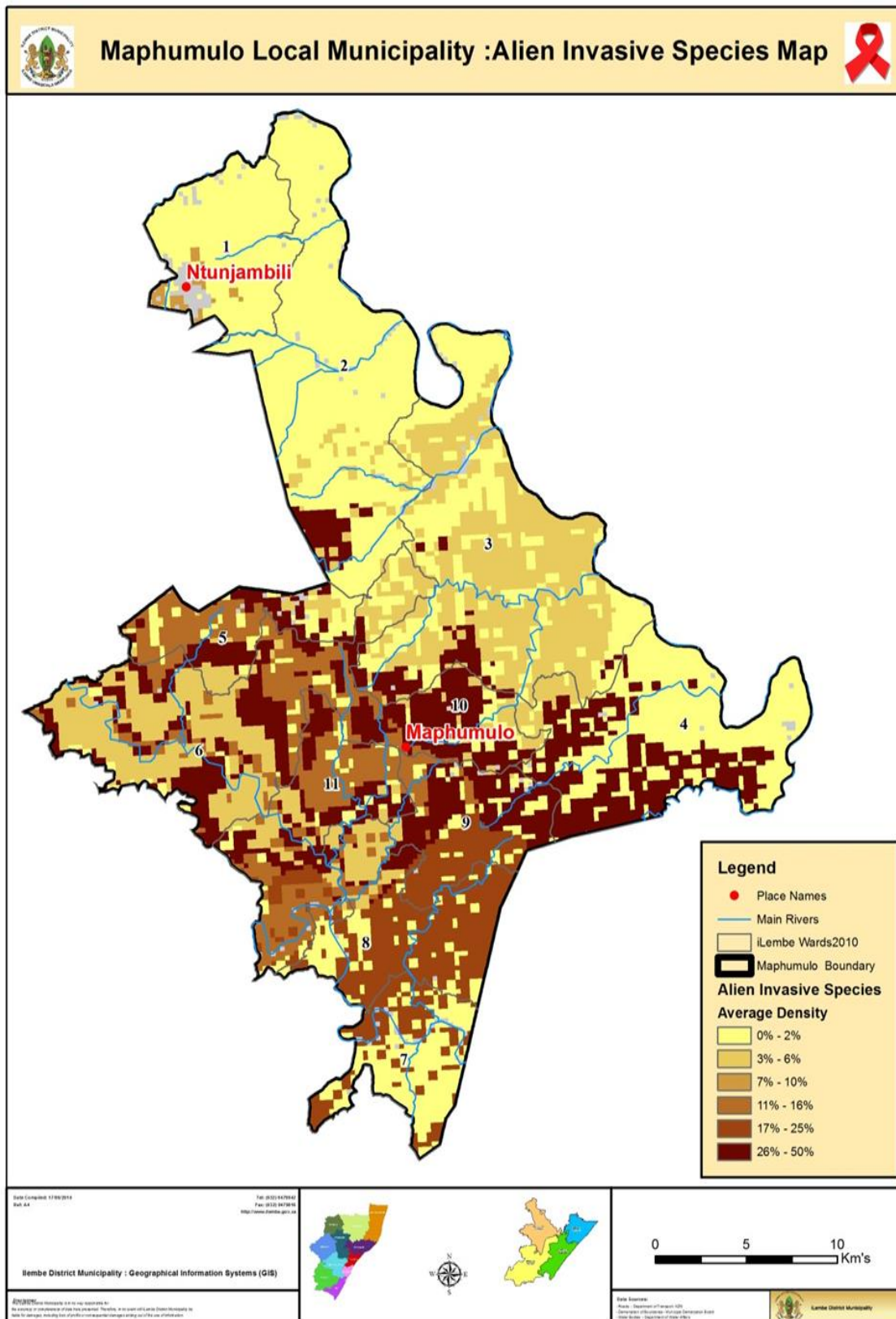
Main Issues Maphumulo Municipality	
Municipal Area	89 591 ha
Remaining natural areas	71 984 ha (80.3%)
Areas where no natural habitat remains	17 610.5 ha (19.7%)
Major impacts to Biodiversity Management	<ul style="list-style-type: none"> - Uncontrolled human settlement and ribbon development is transforming the natural vegetation - Overgrazing threatens natural vegetation integrity - There is the potential to develop ecotourism ventures. - Alien invader plants infestation is transforming natural vegetation - There is no formal and appropriate protection of natural resources. - Lack of biodiversity information within tribal areas.
Protected areas	None
National Protected Area expansion	None
Stewardship Areas	None but there are areas having conservation value
Critical Biodiversity Areas and Ecological Support Areas	A number of areas have been identified and mapped as per the Ezemvelo KZN Wildlife Biodiversity Sector Plan
Biomes	3 biomes in Maphumulo Municipality covering 89591.2ha <ul style="list-style-type: none"> - Grassland 719.8ha (0.8% of municipality) - Indian Ocean Coastal Belt 22338.9ha (24.93% of municipality) - Savanna 66532.4ha (74.26% of municipality)
Vegetation Types	7 <ul style="list-style-type: none"> - Eastern Valley Bushveld 28936.8ha (32.3% of municipality) - KwaZulu-Natal Coastal Belt 22339ha (24.93% of municipality) - KwaZulu-Natal Hinterland Thornveld 12888.2ha (14.39% of municipality) - KwaZulu-Natal Sandstone Sourveld 3657.8ha (4.08% of municipality) - Midlands Mistbelt Grassland 665.2ha (0.74% of municipality) - Ngongoni Veld 20900.2ha (23.33% of municipality) - Scarp Forest 203.9ha (0.23% of municipality)
Threatened Terrestrial Ecosystems	<i>Critically endangered (2)</i>

	<ul style="list-style-type: none"> - Eshowe Mtunzini Hilly Grasslands - 516.6ha (0.58% of municipality) - Umvoti Valley Complex - 15.2ha (0.02% of municipality) <p><i>Endangered (2)</i></p> <ul style="list-style-type: none"> - KwaZulu-Natal Sandstone Sourveld - 1931.4ha (2.16% of municipality) - Ntunjambili Valley Complex - 773.2ha (0.86% of municipality) <p><i>Vulnerable (4)</i></p> <ul style="list-style-type: none"> - Eastern Scarp Forest - 111.8ha (0.12% of municipality) - KwaZulu-Natal Coastal Belt - 19059ha (21.27% of municipality) - Midlands Mistbelt Grassland - 175.4ha (0.2% of municipality) - Ngongoni Veld - 14938ha (16.67% of municipality)
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Table 14: Biodiversity Information

4.13 ALIEN INVASIVE SPECIES

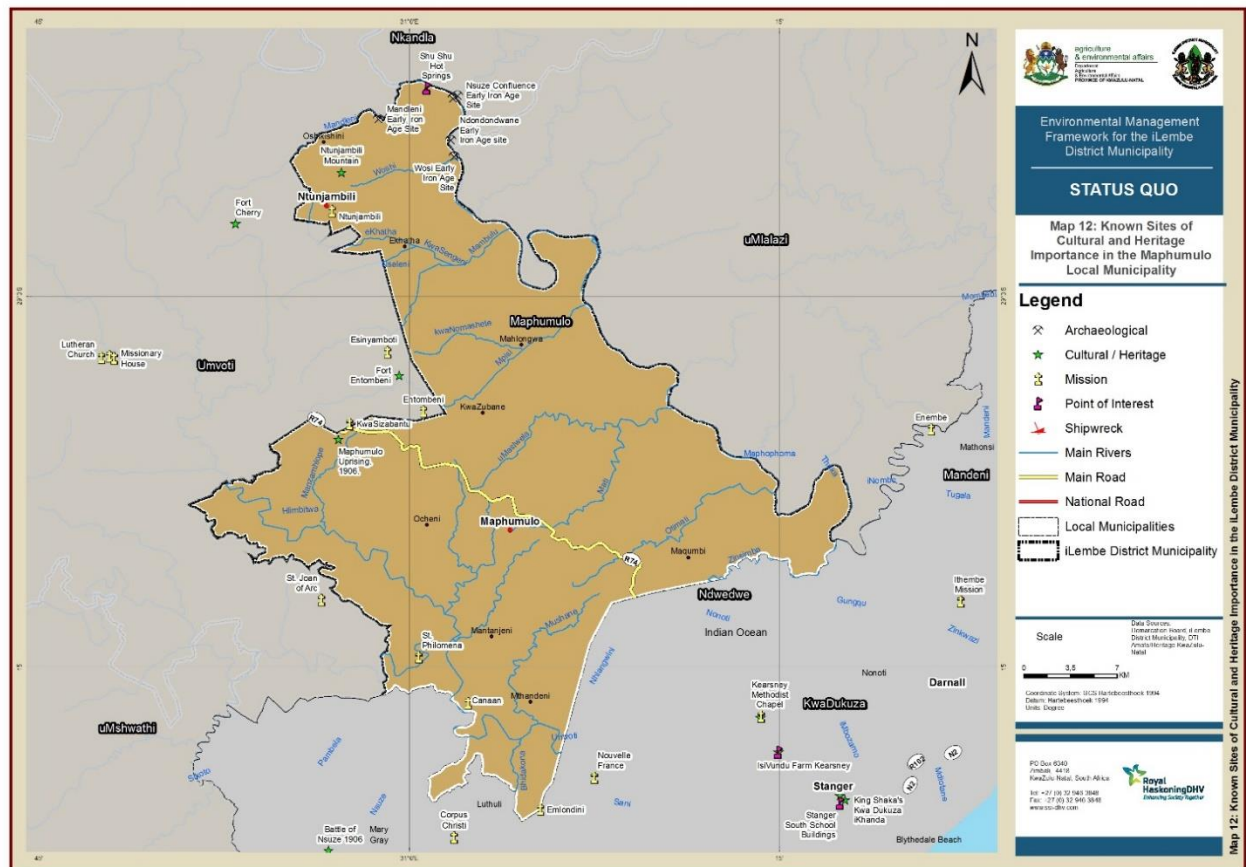
Alien invasive species control Programme provides an opportunity to control invasive species. Landowners are also expected to manage their areas or call for an intervention by the competent authority. Maphumulo Municipality is one of the most affected area by the alien invasive species within the iLembe District. It is critical for the Municipality to attend to this issue to curb further propagation of these species.



Map 13: Alien invasive species

4.14 HERITAGE OBJECTS

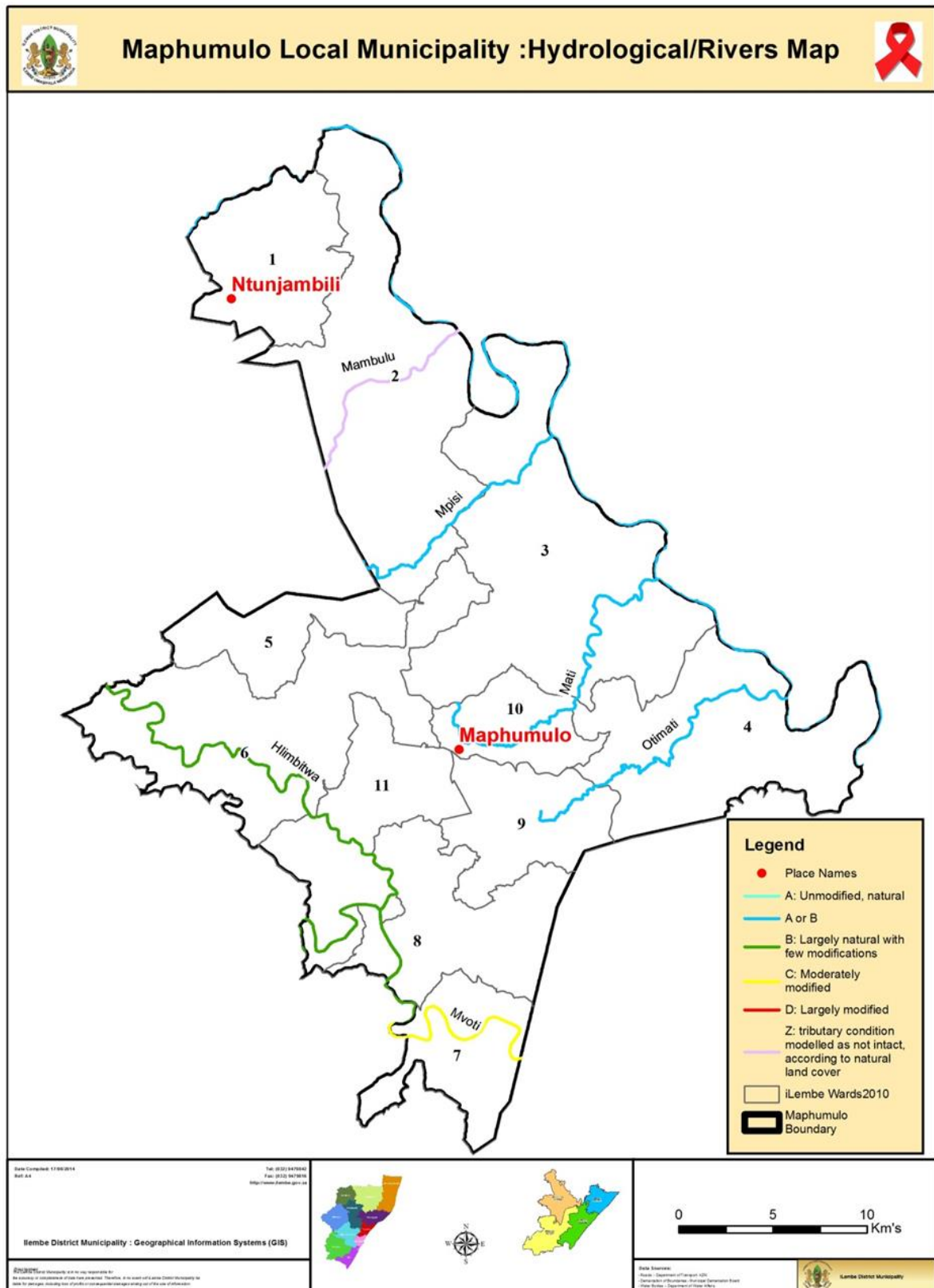
The iLembe EMF has identified a number of significant heritage resource points within the four local municipalities. These resources were mapped and the mapping revealed that the greatest majority of the heritage resources consist of archaeological resources, pertaining to the Iron Age settlement of the area by black farming communities over the last 1500 years. These are concentrated on the deeper colluvial soils of the incised Mvoti and Thukela river basins, and along the coastal littoral adjacent to rocky shorelines. A number of these resources also occur within the Maphumulo jurisdiction as indicated in the figure below. Management of heritage resources contribute to the management of biodiversity management as the largest contributor to the tourism sector.

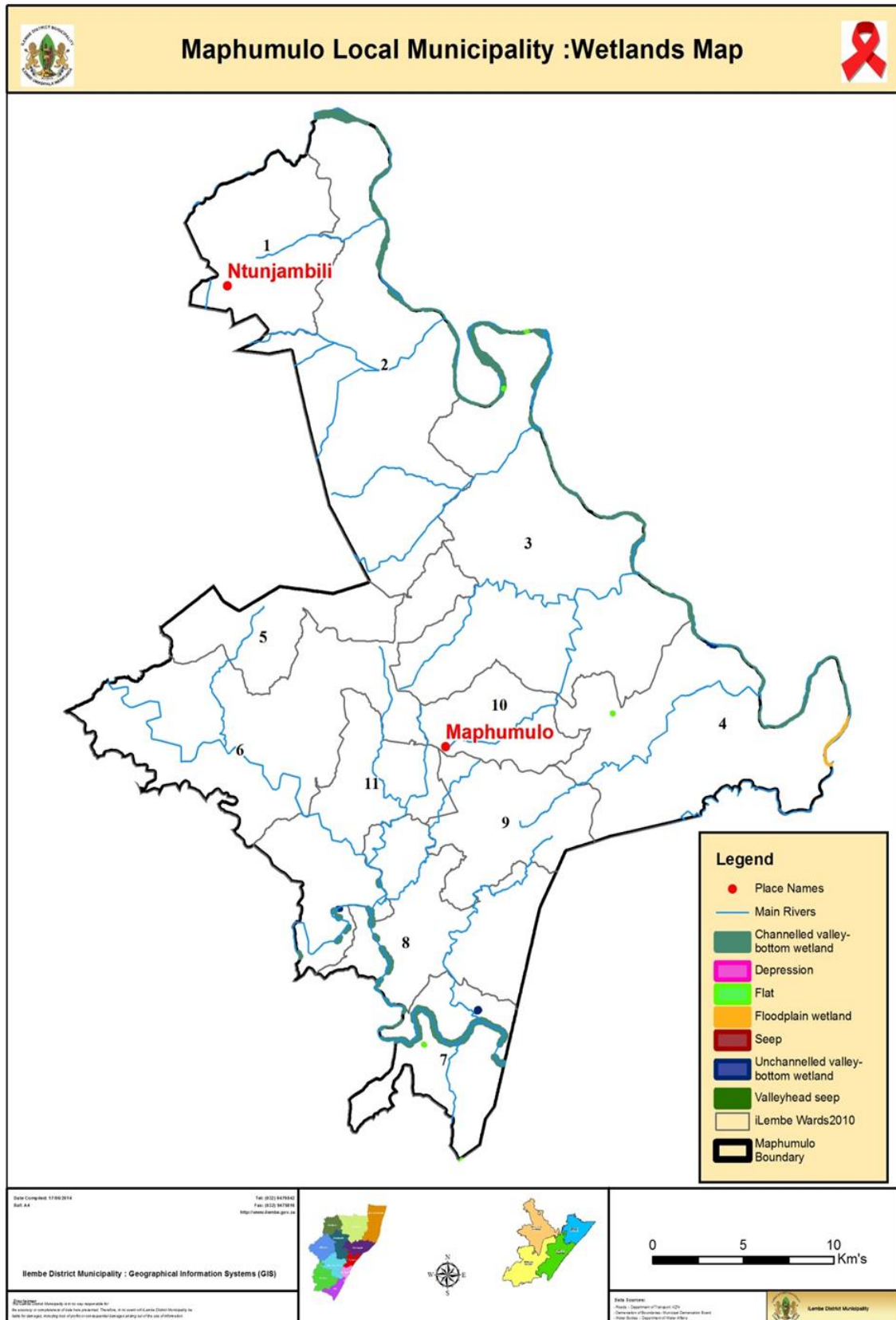


Map 14: Heritage sites

4.15 KEY HYDROLOGICAL FEATURES

There are three major rivers within the Maphumulo Municipality, that is, the uThukela, Hlimbithwa, and Mvoti Rivers. In addition, there are other small rivers and streams, such as iMvutshana, Nothweni and Mati River occurring within the jurisdiction of the Municipality. UMvoti is affected by a number of activities, such as, sand mining, construction of water treatment works and farming. A dam has been constructed at Imvutshane River as part of the Maphumulo/KwaDukuza Sub Regional Water Scheme and UThukela River is affected regularly, by the water abstraction and agricultural activities. A pump station has been constructed within the Mati River.





There are two Water Management Areas found within the Municipality that is:

- a) Mvoti to UMzimkhulu 35201.8ha (39.29% of Municipality)
- b) Thukela 54389.1ha (60.71% of Municipality)

Approximately 41 wetland systems occur within the Municipality and covering 969ha (1.1%) in extent. These systems are impacted upon by the human activities such as agriculture and housing development. There are no Ramsar sites in Maphumulo Municipality. Mati River has lot of wetlands occurring within this system. These wetlands appears to be functional and requires clearance of alien species to further improve their functionality. Mphumulo Wetland is another wetland system that need improvement and the Municipality.

4.16 WASTE MANAGEMENT

Section 156 (in conjunction with Schedule 4B and 5B) of the Constitution of South Africa (Act 108 of 1996), assigns cleansing and solid waste removal and disposal to Municipalities. In this case, Maphumulo Municipality is expected to perform the aforementioned functions. In general waste management entails waste collection, waste storage, waste minimization, and waste disposal and in the past years waste management has been the biggest challenge within the Maphumulo Municipality. The following have been identified as major challenges within performing waste management:

- a) Performance of the waste management function by the Municipality, including creation of the structure to perform waste management duties.
- b) Compliance with the Waste Management Act, 2008 (Act 59 of 2008).
- c) Prioritization of waste management by the Municipality.
- d) Extension of waste services to other wards within the Municipality.
- e) Availability of waste management information system, and lack of waste generation data. This includes information on waste streams/types produced within the District, which requires waste auditing exercise.
- f) Lack of recycling initiatives.
- g) Issues of creating awareness on waste management.

Out of 11 Wards of the Municipality, waste services are currently provided only to ward 10 which Maphumulo Town not to all households in this ward. There is a serious need to consider extending the services to other areas, as well, especially the rural area. The rest of the Municipality is not serviced currently which is more of a compliance issue at the moment. The Municipality is trying very hard to deal with this matter. Currently, waste services are outsourced to a Service provider (Dolphin Coast).

4.17 WASTE COLLECTION

The National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) stipulates that provision of waste services should meet certain standards in order to "give effect to the right to an environment that is not harmful to health and well-being," and that this right have to be applied "uniformly throughout the Republic", hence, the coming into effect of the National Domestic Waste Collection Standards.

At present, waste services are currently provided only in the Town Centre. There is a serious need to consider extending the services to other areas, as well, especially the rural area. Approximately 19 972 households within Maphumulo are not receiving waste services. Currently, waste services are outsourced to the Service provider (Dolphin Coast). The table below shows the provision of waste services within the Municipality.

Ward	Number of Households per ward	Number of households receiving waste collection services at least once a week	Number of households whose refuse is collected from a central collection point at least once a week	Number of household with supervised disposal of waste on site	Number of households not receiving waste services	Total number of households with access to waste collection services
	1850	None	None	None	None	None
	1895	None	None	None	None	None
	1668	None	None	None	None	None
	2171	None	None	None	None	None
	2036 (including KwaMxhosa)	None	None	None	None	None
	1677	None	None	None	None	None
	1581	None	None	None	None	None
	1981	None	None	None	None	None
	1628	None	None	None	None	None
	2122 (including Maphumulo Town)	None	None	None	None	None
	1363	None	None	None	None	None
	19972					

Table 15: Waste Collection

Currently waste is stored in skips and these facilities are only provided within Maphumulo Town. The Municipality notes that there is a need to extend the waste services to other areas.

4.18 WASTE DISPOSAL

No public landfill site currently in existence within the Municipality. The Waste Act promotes the reduction of the number of the landfill sites developed within a specific region. In that light, a need exists for the Municipality to consider developing their own landfill site or supporting the idea of developing a regional landfill site which will be shared by all the Local Municipalities under the iLembe District Municipality.

4.19 AIR QUALITY MANAGEMENT

The National Environmental Management: Air Quality Act (Act No. 39 of 2004, AQA) has been established, amongst other things, to protect the receiving environment, including human health and to reduce or eliminate respiratory & other diseases through implementing effective air quality management and pollution mitigation measures, which is to be done in line with the National Standards. The coming into effect of this Act suggests the need for monitoring and evaluation of air-related health impacts and to achieve this an air quality management plan must be developed by the District Municipality to deal with air pollution. Air pollution comprises for instance of the following:

- **Outdoor (ambient) pollution:** fossil fuel burning (e.g. Power generation, cars); industrial non-fossil fuel emissions; natural emissions; pesticides etc.
- **Indoor pollution:** burning coal, wood, paraffin for heating, cooking, lighting

Air-related health outcomes include acute respiratory tract infections (e.g. pneumonia), chronic respiratory diseases (e.g. asthma) and other lung diseases (e.g. tuberculosis). In 2007, outdoor air pollution was estimated to cause 3.7% of national mortality from cardiopulmonary disease, and 5.1% of mortality attributable to cancers of the trachea, bronchus and lungs in adults older than 30 years.

Although the Air Quality Management is the function of the District, it is important for the Municipality to understand its ambient air quality in order to create awareness on possible impact of air pollution in the community's life.

4.20 ILLEGAL MINING WITHIN THE MUNICIPALITY

Mining within the Municipality mostly done within our river systems and the most of the affected rivers is uMvoti and the UThukela River. Quarry mining, within the Municipality is mostly done by the Department of Transport. A number of sites have been identified and are mostly illegal.

4.21 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

Several tools do exist that can be used to manage the environment. Such tools include, Environmental Impact Assessments (EIA), Environmental Management Plans (EMP), Environmental Management Systems (EMS), Environmental Management Frameworks (EMF) and Strategic Environmental Assessment (SEA). These tools have different areas of application but are also partly overlapping, which might cause confusion.

According to the Municipal Systems Act (No. 32 of 2000) the Municipal Council is required to compile a SEA as part of the Spatial Development Framework for the Municipal Integrated Development Plan. The iLembe District has completed its Environmental Management Framework (EMF), as required by the Environmental Impact Assessment regulations (2004), written in terms of the National Environmental Management Act (Act 107 of 1998). EMF is a tool to guide development initiatives from an environmental perspective, that is, the main driver behind the development of the EMF is the need to provide environmental support for decision makers in the municipality.

Therefore it can be concluded that SEA is similar to the EMF in terms of purpose. Hence the iLembe District has finalised and approved the **iLembe Environmental Management Framework** which aim to promote sustainable development within the District. This framework has identified all environmental sensitive features and developed a framework, as management zones, upon which these features are to be managed for the benefit of future generations. The environmental management zones of the EMF takes into consideration in all decision-making processes including the development of other planning tools such Spatial Development Plans and Land Use Schemes. The EMF also caters for the Mandeni Municipality. The EMF provides a framework for environmental decision making by:

- Providing definite criteria for decision making;
- Providing an objective environmental sensitivity overview;
- Defining and categorization of environmental, social and heritage resources, economic and institutional aspects;
- Identify sensitive areas spatially; and
- Formulating management guidelines.

4.22 EDUCATION AND AWARENESS

Environmental matters such biodiversity management, conservation, environmental compliance, Climate Change, waste management and recycling and other related concepts are often poorly understood by key stakeholders and role players within a giving area. It is then critical to constantly capacitate stakeholders on issues of the management of natural resources and objectives of sustainable development, especially the Municipal staff, councilors and the community at large as way of building resilient communities. This approach can ensure that staff work in a more environmentally sensitive manner and this can improve their compliance on environmental policies, thus helping to ensure the future protection of the Municipal natural resources.

A number of educational and awareness programmes are being implemented within the Mandeni Municipality, by the Municipality and other environmental departments and organisations such as the DEDTEA, Department of Health, WESSA and Environmental Health. Other educational initiatives taking place within the Municipality focuses on the celebration of environmental calendar days such as arbor week, Water Week, and information sessions for general environmental education for the public, clean-up campaigns and others.

4.23 SPATIAL ENVIRONMENTAL ASSESSMENT

Maphumulo Municipality is one of the Municipalities highly affected by the high rate of the unemployment and poverty within the region. In such a situation, reliance to natural resources tends to be very high as people seek to satisfy their daily needs, especially in rural areas.

Fragmented development is also visible within the Maphumulo Municipality which also has a negative impact on natural resources. However, the Municipality is currently finalising all

necessary planning tools (such as Spatial Development Framework and Municipal Schemes) to assist in controlling issues of urban sprawl.

Provision of bulk infrastructure is another challenge posing threat to Municipal natural resources, especially where large areas is to be cleared to make way for such infrastructure.

Maphumulo is lagging behind regarding provision of water which might result in over reliance on resources currently used to providing water to people. As statistics shows that a large portion of Municipal population still relies on a dam, river, stream or spring for water.

A lack of access to electricity is a serious constraint within the Municipality, having few of the population with access to electricity. Although this is a concern, however, it also presents an opportunity for the introduction of the renewable energy sources within the Municipality, especially for rural communities.

Waste management is another service that is lagging in Maphumulo Municipality. Hence it is difficult to introduce recycling projects. The Municipality is currently finalising its IWMP which will assist in coming up with strategies that will improve on the provision of waste management services by the Municipality.

There is huge need to build capacity on tourism industry within Maphumulo Municipality. The tourism industry will not only assist in the protection of natural resources but will also provide jobs for local people, thereby, curbing reliance on natural resources. Currently there is tourism development strategy which has identified potential areas. The strategy also looks at the cultural tourism as the Municipality is well endowed with cultural tourism activities and other tourism products (experiences, services or artefacts) which will assist a lot in preserving Municipal natural resources.

A number of heritage sites exist within the Maphumulo Municipality, a strategy is required to further identify the new sites and better manage these sites which, is managed effectively, has potential to contribute to biodiversity management and tourism industry.

4.24 AGRICULTURE

Sugar-cane cultivation is the predominant economic activity and land use in the municipality. There are also other small cane farms and vegetable cultivators in and around the flat, fertile UMvoti River Valley.

Subsistence agricultural activities in the form of small cropping areas attached to traditional family units dominate land usage in the Municipality. Produce includes staple diet crops such as sweet potatoes, maize, sorghum, and some vegetables.

Successful pilot projects have emphasized the need for an integrated agri-processing facility. In a development driven by iLembe District Municipality, a vineyard and agri-hubs projects were initiated and have shown tremendous progress. Emerging farmers from the municipal area also growing products such as chilies and paprika. These are delivered to African Farms agri-processing plant in Glen Anil the chillies are processed, turned into products and have found way to supermarket shelves.

On the other hand, the steep slopes of the valley are characterized by extensive forest cultivation. Forestry is the second most dominant form of agricultural activity that is scattered throughout the municipality.

As the Municipality is not well served by roads, the potential of farmers in the area to grow fresh produce such as fruits and vegetables for the larger markets is limited. The municipality should consider the possibility of providing access roads to agricultural potential areas to catalyse agricultural activities that could address poverty and promote economic growth of the municipality.

4.24.1 FARMERS ASSOCIATION

Through engagements with the Department of Agriculture, the following table specifies the farmers' association established within Maphumulo

ASSOCIATION	WARD	AREA
Jikijela Farmers Association	2	Mambulu
Mandlendoda Farmers Association		Mbitane dip tank Sgqoko dip tank Mankumbu dip tank Hlimbithwa dip tank Makeni dip tank Siwa semбузи dip tank Madlangeni dip tank Ntunjambili dip tank Pheyane dip tank Mvozane dip tank Khatha dip tank Wosi dip tank Mandlalakhe dip tank Okhukho dip tank
Qwabe Co-operatives		Snamfini Dakadaka Mansomini Mthandeni

Table 1: Farmers Association

4.24.2. HIGH AGRICULTURAL POTENTIAL AREAS

WARD		SURFACE AREA OF WARD (HA)	AGRICULTURAL POTENTIAL (HA)	% OF WARD
1		6381.06	735.82	12
2		15913.81	4197.63	26
3		12760.58	1892.65	15
4		11230.88	3368.88	30
5		4040.48	1894.37	47
6		9900.56	886.41	9
7		4717.55	3453.59	73
8		5640.25	1109.02	19
9		5853.25	3705.84	63
10		6489.79	3541.43	54
11		6503.19	392.88	6
Total		89431.55	25178.5	

Table 2: High Agricultural Potential



4.25 CLIMATE CHANGE

In dealing with the impacts of climate change, the United Nations Framework Convention on Climate Change (UNFCCC) was adopted in 1992, as the basis for the international multilateral response to deal with the threat of human caused (anthropogenic) climate change. The objective of the UNFCCC is to stabilize the greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system. Articles 3 and 4 of the UNFCCC compels parties to take actions to mitigate and adapt to climate change, by developing a climate change response strategies to assist in responding to impacts of climate change. Adaptation refers to the efforts made to cope with actual change (reactive adaptation) as well as of adjusting to expected (proactive adaptation) change. Mitigation on the other hand refers to any anthropogenic interventions that can either reduce the sources of greenhouse gas (GHG) emissions (abatement) or enhance their sinks (sequestration means the removal of carbon dioxide from the atmosphere).

Currently there is no climate change programs implemented by the Municipality. However, the District is implementing some climate change projects District-wide including the Maphumulo Municipality and the table below provides the details

PROJECT NAME	PURPOSE	DURATION
Technological need assessment	Identify a list of technologies for the water (adaptation) and energy (mitigation) sector	January to december 2017
Local Action for Biodiversity (LAB): Wetlands South Africa	Identifcation of wetlands and management	2015 to 2017
South africa's low emission programme	Identify energy efficeincy opportunities within treatment plants and office buildings	2016 to 2020
Energy Efficiency programme	Implementing the energy efficiency programme within municipal facilities including buildings	2017/2018 financial year
Recycling programme	to promote recycling within the municipal offices	on-going

4.27 KEY FINDINGS ON THE ENVIRONMENT

- The Municipality needs to develop a Climate Change Response programme / Strategy dealing with the adaptation issues as a way of addressing climate change impacts.
- The alignment of the Disaster Management activities with the environmental management issues, especially when coming to the climate change adaptation programme.
- The Municipality to implement the recommendations of the Integrated Waste Management Plan to meet the objectives of the NEM: Waste Act and the National Waste Management Strategy.
- The existing waste transfer station should be upgrade or a new waste transfer station should be developed in order to meet the waste management hierarchy objectives of waste avoidance, reuse, recycle and disposal.
- The NEM: Waste Act requires the designation of the Waste Management Officer by the Municipality, an action to be undertaken by the Municipality urgently.
- The Municipality should consider extending waste services to other areas other than Maphumulo Town, especially the rural areas to avoid the current burning of waste and also to meet the waste services standards.
- An alien clearance programme should be developed by the Municipality to address the impacts of the invasive alien plants, that impacting negatively to the Municipal natural resources such as rivers, wetlands and the biodiversity in general.
- An environmental management plan, aiming at preserving the Municipal biodiversity, should be developed by the Municipality. Such a plan should also consider the objectives of the both the iLembe Biodiversity Sector plan and the Environmental Management Framework.
- The Municipality to consider the establishment of the environmental management forum to discuss environmental issues affecting the Municipality.

4.28 DISASTER MANAGEMENT

The Disaster Management Act (Act No.57 of 2002) articulates the legal requirements pertaining to Disaster Management; in particular, sections 52 and 53 of the act give an impetus and overall approach to local municipalities to prepare and adopt Disaster Management Plans. It sets out the necessary mechanisms that are required in drafting the plan which includes aligning local initiatives with national and provincial programmes towards implementation.

4.28.1 VISION

In partial fulfillment of the overall municipal development vision, the disaster management development vision for Maphumulo Local Municipality is harnessed in the following manner:

In collaboration with development agencies, Maphumulo Local Municipality strives to strengthen its capacity to deal with disasters, improve its ability to initiate response and recovery in order to circumvent and reduce unjustifiable loss of lives and infrastructure.

4.28.2 STRATEGIC FOCUS

The formulation and implementation of the Disaster Management Plan consists of five key strategic areas of focus which are as follows;

No.	STRATEGIC FOCUS	STRATEGIES
1.	Education	<ul style="list-style-type: none"> • Access to Information and awareness
2.	Infrastructure	<ul style="list-style-type: none"> • Pedestrian paths • Access to water • Provision of access roads • Proper bridges
3.	Institutional	<ul style="list-style-type: none"> • Appointing Disaster Manager • Establishing the Maphumulo Disaster Management Advisory Forum • Disaster Volunteers
4.	Implementation of Sector Plans	<ul style="list-style-type: none"> • SDF, LED, IWMP
5.	Communication	<ul style="list-style-type: none"> • Internal communication • External communication

Table 16: Disaster Strategic Focus

4.28.3 STRATEGIC FOCUS

The approach adopted in the formulation of a strategy for Maphumulo Disaster Management Plan (MDMP) is simple and realistic. It is based on the formulation of a strategy to address each hazard or issue as raised by the constituency of MLM. This approach would make it ideal to link the strategy with identified hazards including key performance areas and enablers as ingrained in both the national and provincial framework plans.

As indicated, institutional development is one of the issues that need to be dealt with if Maphumulo Local Municipality wants to be in a position to deal with disaster related issues. Without a properly developed and co-ordinated institutional structure, it will prove difficult to attain some of the strategic intervention as outlined in the disaster management report.

4.28.4 SUMMARY OF KEY STRATEGIC INTERVENTION ISSUES FROM THE MAPHUMULO DISASTER MANAGEMENT PLAN

A set of key potential disaster hazards have been identified and developed within Maphumulo Local Municipality. The identified set of issues will form the base for the formulation of a strategic intervention required (risk reduction strategies) to mitigate the impact of disasters. In no specific order, the identified key hazards within Maphumulo LM are as follow:

Severe Storm

Severe storms became one of the major natural disasters which were reported to have huge detrimental impact on Maphumulo Local Municipality. Its consequences can be felt across spheres of life.

Lightening

Lightening also emerged as an area of concern. Its impact is reported to be felt throughout the municipality area. It is more prevalent during the summer season which is associated with notorious severe rain.

Strong Wind

Strong winds also emerged as part of the overarching natural disaster that rear its brutality within Maphumulo Local Municipality hence a need to devise means to mitigate its impact.

Hail

Hail has been reported to have affected the local community in the recent past. Its impact cuts across sectors.

Drought / Humidity

Severe drought at certain times during the year was raised as an area of concern with Maphumulo Local Municipality as well. It affects agricultural activities, livestock and the community at large.

Mist

Mist is more severe and rife in wards 5 and 6 respectively. Its impact can be enormous and has the ability to affect different structures of the society.

Water

A vast number of settlements do not have reliable sources of water within Maphumulo LM. They are dependent on rivers and streams. It is important for the municipality to priorities such settlements in view of the impact associated with consuming un-treated water.

Electricity

Electricity is important in various spheres of life. Besides being used for lighting and heating, it also allows communities to engage in various economic related initiatives. Its absence hinders economic growth of any given area and increases the intensity of illegal connections.

Inadequate Sanitation Facilities

Lack of provision of infrastructure such as sanitation facilities also has an impact on the lives of local folks. More so, it has the ability to contaminate water thus triggering an array of social related problems. There is a need to ensure provision of proper sanitation facilities in areas of need.

Distributor Roads

The general observation made suggests that, the quality of most of the district and local roads within Maphumulo Local Municipality is of an unacceptable standard. Roads breadth life to any economy and its absence renders any development initiatives ineffective. Also, the effect of storm-water is being felt in various parts of the municipality. Of great concern is the land slide or soil instability which has been created by severe rain along the primary route in a form of R74 which runs through the municipality area. This portion of the road needs urgent attention since it is a disaster threatening to happen.

Access Roads

Access roads are important and in terms of planning standard, each plot should have its own access. Within the rural set up this standard is normally not applicable. Absence of access roads may hinder evacuation efforts in the future and this may lead to unnecessary loss of lives.

Proper Bridges

The un-even topography found within Maphumulo Local Municipality has led to a number of rivers, streams and tributaries. In order to navigate across these rivers and streams, proper bridges are required as opposed to the current low level crossings which are dangerous when water levels are raised.

Lack of Communication Facilities

When disasters descend or is threatening to occur, communication becomes key in terms of dissemination of information during the response and evacuation process. Areas which are not accessible due to poor network or none availability of other forms of communication will be most affected in this regard.

Lack of Taxi / Bus Stop along Major Routes

Almost all major roads within Maphumulo Local Municipality lack provision of clearly demarcated taxi/bus stops. As such, taxis make random stops along major busy routes even in undesirable stopping areas thus putting lives of the passengers and other commuters at risk.

Pedestrian Paths

Lack of pedestrian paths especially along major routes is a disaster lurking to happen. This is due conflict of interests between the vehicle and people walking on foot. It is important to provide pedestrian paths along major and busy movement routes.

Street Lights

Street lights are important especially in areas where there is dense settlement thus assuming a township orientated settlement pattern. The provision of street lights has the potential to quell unwarranted criminal activities and so on.

Information Signs and Speed Humps

It is important to provide information signs and speed humps along the major routes, especially R74. This should be provided in high and intensively used points e.g. close to schools and crossing areas, etc.

Poor Performance of the Local Economy

Lack of diversification and the inability of the local economy to create jobs and absorb excessive labor contribute to high levels of unemployment and brain-drain. The effect of unemployment cuts across spheres of life hence a need for a collaborative approach. History shows that unemployed people tend to engage in unbecoming activities thus causing social destruction and the impact can be severe.

Substance Abuse

The abuse of various substances by local inhabitants including youth also became an area of concern. Substance abuse has the potential to unsettle development initiatives. Furthermore, it can lead to loss of lives and can perpetuate social ills.

Wild Fires

The impact of wild fires can be severe and affects all aspects of life and requires immediate intervention. Through a collaborative effort, its impact can be minimized.

Stray Animals

Animals wondering in the vicinity of Maphumulo Local Municipality pose a serious threat to the wellbeing of commuters and other road users. Without undermining the importance of livestock to local people, there is a need to devise mechanisms that will bring some form of control to stray animals thus mitigating potential chances of road fatalities and destruction of crops.

Cable Theft

Cable theft has been reported in some parts of the municipality. It affects the day to day functioning of various sectors since electricity is used by sectors across life spectrum. This unwarranted behavior needs to be curtailed before it escalates.

Criminal activities

An assortment of criminal related incidents were reported in the subject municipality area. They mainly emanate from lack of job opportunities and thus a need to bolster activities geared towards job creation in the area.

Death at the Cliff

At least two deaths were reported in 2012 at the area which has now been affirmed as the 'Cliff of Death'. Urgent steps are required to stop this from continuing.

Deforestation

The continual removal of trees in an un-supervised manner has been reported in certain parts of the municipality. An effort is required to stem this behavior as it will contribute to soil erosion and so on.

Soil Instability

Heavy rain that has descended on Maphumulo Local Municipality in the recent past has seen certain portions of the roads being eroded. The most glaring is the erosion that has taken place along the primary corridor (R74) and poses serious consequences for commuters thus urgent steps are required to curtail its lurking impact.

Geological

Water seeping from the ground has been reported in some parts of the municipality area. It affects the structural pedigree of the houses and needs to be attended to as a matter of urgency.

4.28.5 MUNICIPAL INSTITUTIONAL CAPACITY

Institutional Measures	Remarks
Disaster Management Centre	Not established.
Human Resource	The Disaster Management function is under the Economic Development Planning and Community Services Department with one staff member - who is Acting Disaster Manager Officer.
Assets	No vehicles
Disaster Management Plan	Reviewed and adopted in 2016.
DM Portfolio Committee	Not established
DM Practitioners forum	Established at a District level.
DM Advisory Forum	Established on 27 th September 2013

Table 17: Municipal Institutional Capacity

4.28.6 RISK ASSESMENT

Disaster risk assessment has been conducted through the disaster management plan, primarily informed by the public participation process that was conducted with the respective wards within the local municipality.

Type of Hazard	Category	Peak Season	Likelihood	Frequency	Area of Impact	Potential Damage	Total Risk	Rating
Severe storm / Rain	Natural	Summer	Likely	5	5	5	50	Very High
Strong Wind	Natural	Spring	Likely	5	4	4	36	Medium High
Hail	Natural	Summer	Possible	5	4	4	36	Medium High
Lightening	Natural	Summer	Likely	5	5	5	50	Very High
Drought/ Humidity	Natural	All Year	Likely	5	4	4	36	Medium High
Mist	Natural	Summer	Likely	5	4	3	27	Medium Low
Sanitation	Infrastructure	All Year	Likely	5	5	4	40	High
Water	Infrastructure	All Year	Likely	5	5	5	50	Very High
Electricity	Infrastructure	All Year	Likely	5	5	5	50	Very High
Roads/ Access roads	Infrastructure	All Year	Likely	5	5	4	40	High
Communication Facilities	Infrastructure	All Year	Possible	5	4	3	27	Medium Low
Bus/ Taxi stops	Infrastructure	All Year	Possible	5	4	3	27	Medium Low
Lack of proper bridges	Infrastructure	All Year	Possible	5	4	4	36	Medium High
Street Lights	Infrastructure	All Year	Likely	5	2	3	21	Low
Information signs and speed humps	Infrastructure	All Year	Likely	5	2	3	21	Low
Pedestrian paths	Infrastructure	All Year	Likely	5	4	3	27	Medium Low
Unemployment	Economic	All Year	Likely	5	5	5	50	Very High
Substance Abuse	Social/ Man Made	All Year	Likely	5	4	4	36	Medium High
Wild Fires	Social/ Man Made	Winter	Likely	5	4	4	36	Medium High
Stray Animals	Social/ Man Made	All Year	Possible	5	2	2	14	Very Low
Cable Theft	Social/ Man Made	All Year	Possible	5	2	3	21	Low
Criminal Activities	Social/ Man Made	Winter	Likely	5	4	4	36	Medium High
Death at the Cliff	Social/ Man Made	All Year	Possible	5	2	3	21	Low
Deforestation	Social/ Man Made	All Year	Possible	5	2	3	21	Low
Soil Instability	Environment	Possible	Possible	5	2	3	21	Low
Geological (high water table)	Environment	Possible	Likely	5	2	3	21	Low

Table 18: Disaster Risk Assessment

4.28.5 RISK REDUCTION AND PREVENTION

Risk reduction and prevention has been included in the Disaster Management Plan.

4.28.6 ECOSYSTEM-BASED DISASTER RISK REDUCTION (ECODRR)

4.28.7 RESPONSE AND RECOVERY

Risk and Recovery has been included in the Disaster Management Plan.

4.28.8 TRAINING AND AWARENESS

Ilembe District Disaster Risk Management Centre (DDMC) has developed a public awareness strategy targeted at all four local municipalities. The aim of these campaigns is to encourage communities to exercise risk avoidance behavior and educate them on precautionary measure to be taken during major incidents or disasters in general. During the past financial year, training session were correspondingly merged with the IDP public participation process to ensure a single window of communication and address

4.28.9 SWOT ANALYSIS - DISASTER MANAGEMENT

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> A good intra-linkages amongst departments Turn Around Strategy Maphumulo Sector Plans Support from Enterprise Ilembe Good financial management 	<ul style="list-style-type: none"> Inadequate planning to meet Provincial Targets Inadequate financial resources to improve economic growth Backlog on bulk infrastructure Poor road network Inability to generate revenue
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Land availability Favourable soil and climatic conditions for agricultural production. Close proximity to Dube Trade port Installation of big water pipe by Umngeni Water Construction of P 711 Road 	<ul style="list-style-type: none"> Climate Change High HIV and AIDS prevalence Environmental degradation Bad topography in town Increase on Eskom tariffs

Table 19: Swot Analysis - Disaster Management

SECTION E: DEMOGRAPHIC PROFILE

5.1 CURRENT STATE OF SOUTH AFRICA'S POPULATION

According to Community Survey 2016, there has been a major increase in South Africa's population. In 2011, it was recorded at 51.7 million in 2011 and it has increased to 55, 6 million in 2016. The analysis by age groups indicate the largest increase in population amongst those aged 5-9 years (from 4,8 million in 2011 to 5,6 million in 2016). The sex ratio has remained comparatively stable (95 in 2011 and 95 in 2016).

Education is one of the five priorities of National Government in that it can be regarded as human capital that will ensure economic growth in the future. According to Community Survey 2016, there is a decrease in the number of persons with no schooling across all age groups. The number of people aged 75 years and older with no schooling has decreased slightly by 31876 thousand within 20 years and those with at least bachelor's degrees has increased by 23756 thousand.

The number of households in the country increased from 14 450 161 in 2011 to 16 923 309 in 2016. The average household size has decreased from 3, 8 in 2011 to 3, 3 in 2016. The Census 2011 and Community survey 2016 results indicate that almost 59% of households are male headed. On the other hand, females dominate households headed by older persons. There is an increase in the number of households living in formal dwellings over time from 68, 5 % in 2001, to 77, 6% in 2011 and to 79, 2% in 2016. The percentage of households living in traditional dwellings have decreased slightly from 16, 2% in 1996 to 13% in 2016. This is an indication that people are improving their shelters.

The number of flushed toilets connected to sewerage in the country increased to 60,6% in 2016 from 57% in 2011. The proportion of households whose main source of water for drinking is piped water inside the yard has almost doubled from 16,6% in 1996 to 30% in 2016. There has been a continued growth in the percentage of households that use electricity for cooking, heating and lighting.

These statistics have an impact on what happens at a local level. Maphumulo municipality has also shown some negative and positive trends between 2001 and 2011 (Source: Stats SA, Population Censuses 2001 and 2011 and Community Survey 2016).

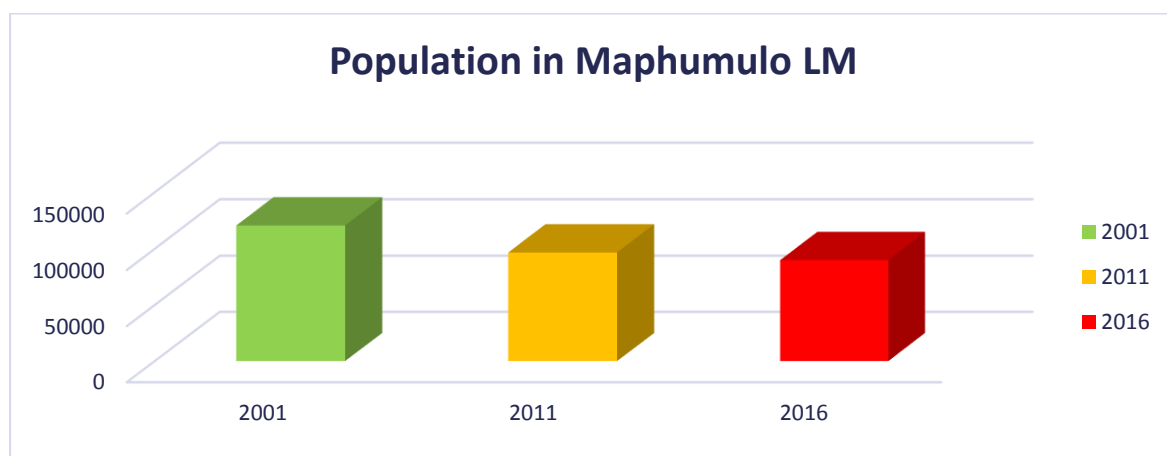
5.2 MAPHUMULO DEMOGRAPHIC PROFILE

Information used in this section was sourced from 2011 Census Data and 2016 Community Survey.

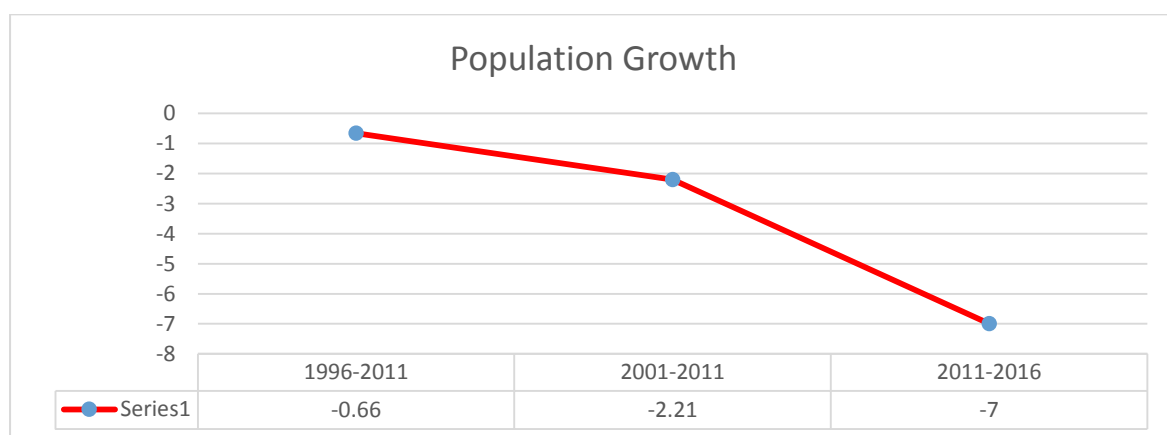
5.2.1. POPULATION

The current population of Maphumulo Municipality according to the Community Survey 2016 has experienced a decline when compared to Census 2001 and 2011. The Census count of 2011 revealed that the total population was 96 724 and has decrease to 89, 969 during the Community Survey count of 2016. This translates to the negative population growth of -2.21 in 2011 and -7 population growth in 2016. The decline in Maphumulo population growth could be triggered by the migration of people to neighbouring towns such as KwaDukuza and eThekweni for better opportunities such as jobs and tertiary education or the increased mortality rates which might be caused by nutrition, epidemic diseases.

There is an immediate need to provide basic services that can attract people to stay and investors to do business in Maphumulo that in turn could improve its economic activities. The population changes are illustrated in the graph below.



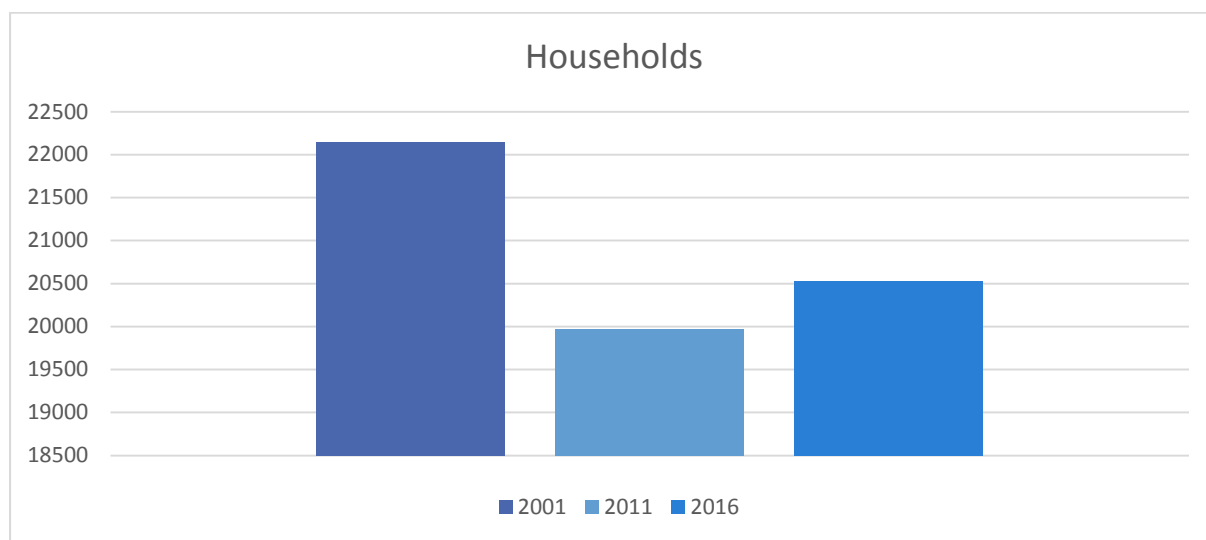
Graph 1: Population



Graph 2: Population decline

5.2.2. HOUSEHOLDS

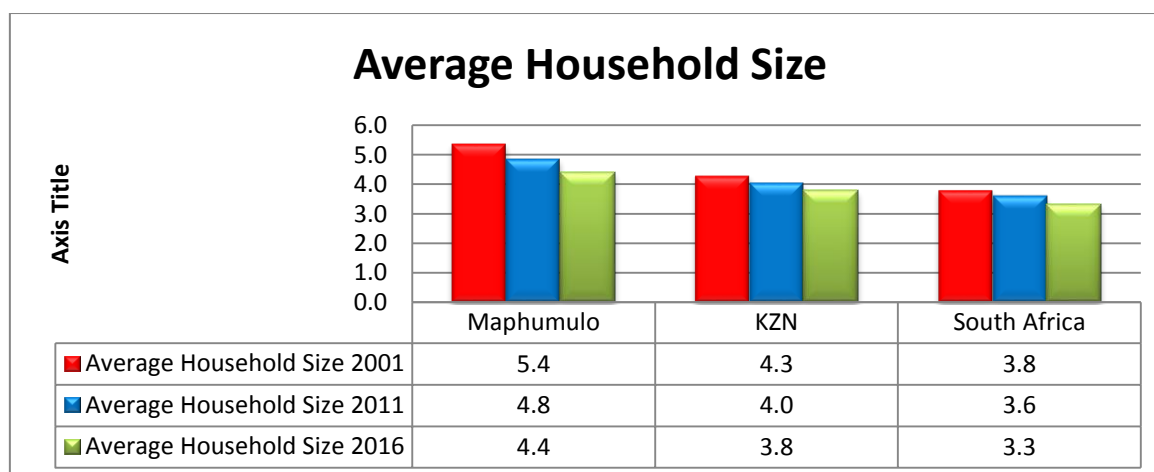
By 2011, there were 19, 973 households in Maphumulo compared to 22, 149 in 2001. This occurrence confirms a decline in the population either through outward-migration, deaths due to HIV/AIDS and other causes. A decline in households undermines development of the area as they amongst other; provide the most needed human resource, buying power, consumption of basic services that are provided by the municipality. According to the Community Survey 2016, the total number of households within the municipal area has increased from 19, 973 households in 2011 to a total number of 20, 524 households in 2016.



Graph 3: Households

5.2.3. HOUSEHOLD SIZE

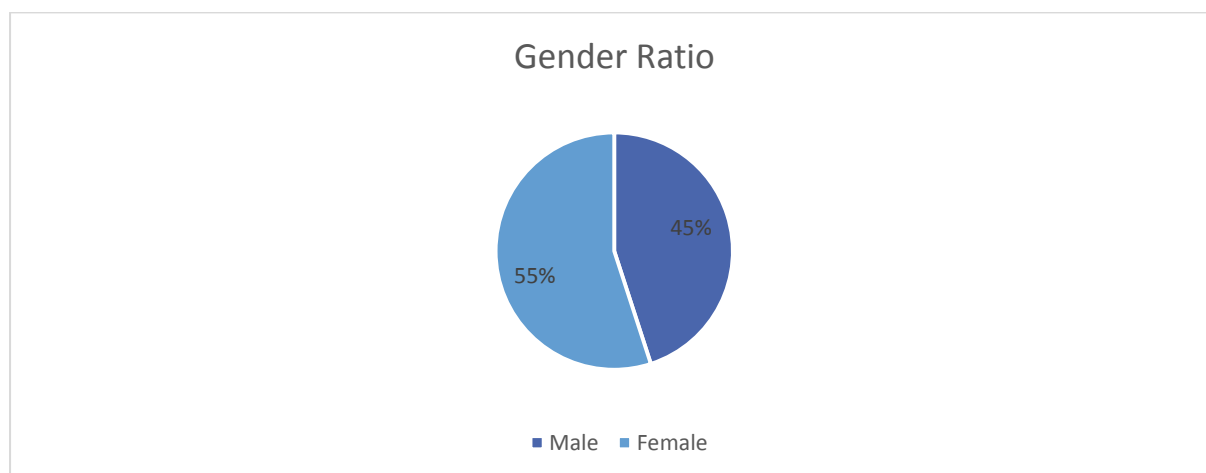
The household size in Maphumulo has experienced a decline as it was standing at 4.8 in 2011. The Community Survey 2016, also highlighted that the average household size in Maphumulo has decline to the total number of 4.4 in 2016. However, the average household size in Maphumulo is still larger compared to the KwaZulu Natal and South Africa which were 4 and 3.6 in 2011. During the 2016 Community Survey, the average household size in Maphumulo is still greater compared to KwaZulu Natal. The diagram following depicts:



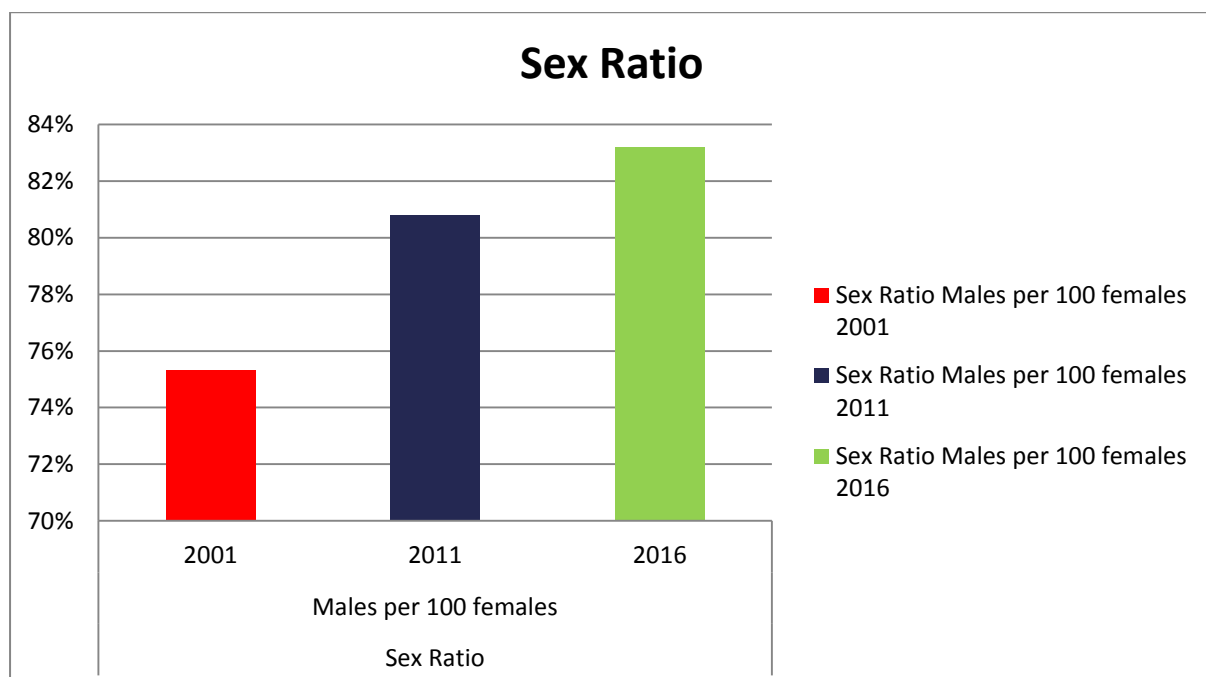
Graph 4: Household size

5.2.4. GENDER RATIO

There are generally a greater number of females residing in Maphumulo as opposed to males. The gender ratio of the population is the key determinant of the population dynamic, hence they influence the current and future needs of the municipality. According to 2011 Census data there are 81 males to every 100 females. The male population have shown some increase from 2001 where there were 75 males per 100 females. According to Community Survey 2016, there are 83 males per 100 females. However strategic decision making by the municipality should be directed towards female up-liftment since they make major portion of the population in the Municipality.



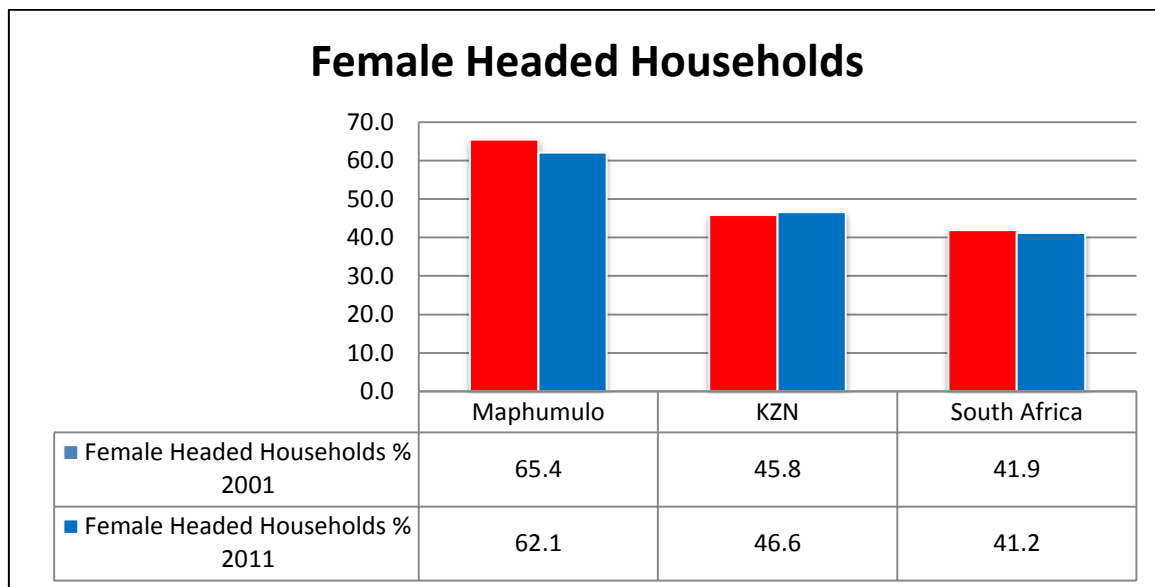
Graph 5: Gender ratio



Graph 6: Sex Ratio

5.2.5. FEMALE HEADED HOUSEHOLDS

The proportion of households headed by females in Maphumulo experienced a decline in 2011. However, the levels are still high (62.1%) compared to KZN Province and South Africa which were at 46.6% and 41.2% respectively. The diagram following depicts:

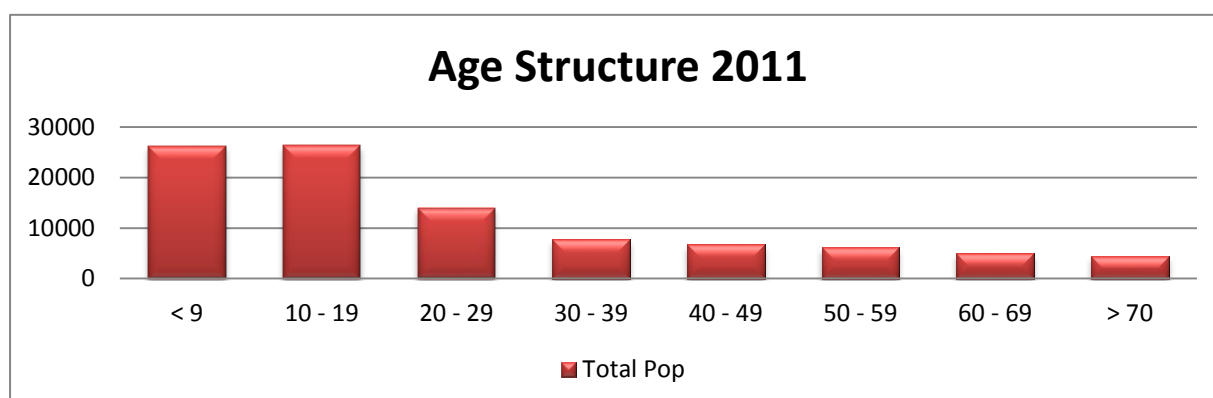


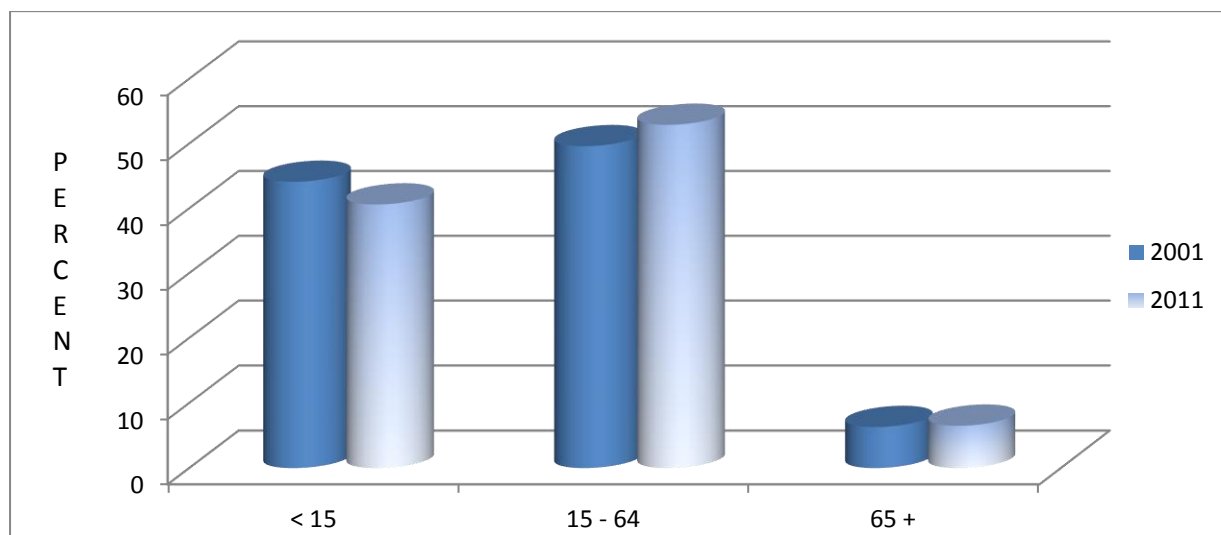
Graph 7: Female Headed Households

5.2.6. AGE STRUCTURE

There has been a considerable change in the age structure of Maphumulo between 2001 and 2011. The economically active population in the 15-64 age bracket (employed or unemployed) increased from 49.6 % to 52.9 % between 2001 and 2011. Since the bulk of Maphumulo population is comprised of youth the municipality must consider initiating a strategic plan which will be aimed at empowering the youth by introducing programmes that will perpetuate employment opportunities to prevent them from getting caught up in drugs, and alcohol abuse.

Approximately 40.6 % of the population was below the age of 15 years in 2001 and about 6.5 % of the population was above the age of 65 years. These age groups require services from the municipality such as school, play-lots, feeding schemes and pension pay-points.





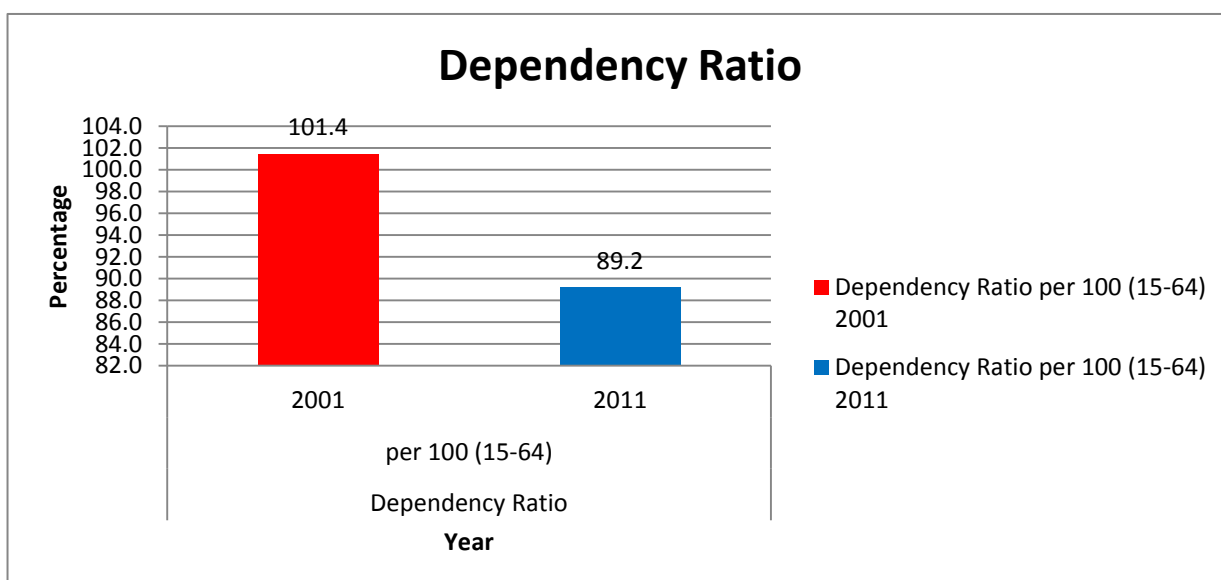
Graph 8: Age Structure

5.2.7. DEPENDENCY RATIO

The dependency ratio expresses how many people (below 16) years and older (above 65 years) depend on the people of working age (i.e. people between 15-64 years). This is an important indicator for strategic decisions. In 2016, the Community Survey shows a decline of 85% dependency ratio. In 2011 the dependency ratio was standing at 89.2% which was a decline compared to 2001 which was 101.4%. Even though, there was decline the dependency ratio is still high.

The high dependency ratio poses amongst others the following challenges for Maphumulo Municipality:

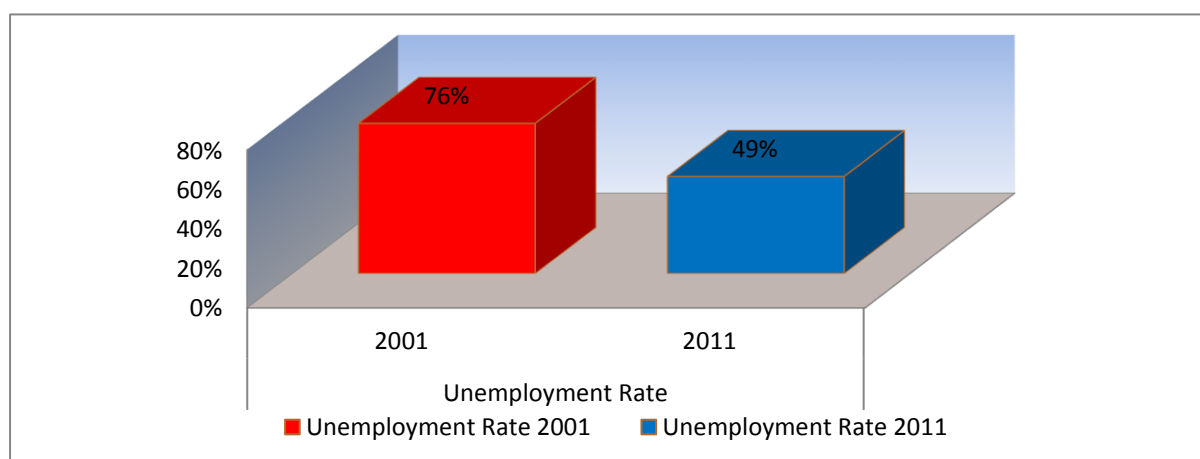
- Pressure to provide facilities such as schools; healthcare, youth feeding schemes, and other programmes that can cater for people below 15 years and those above 65 years;
- Reduction in productivity growth of the municipal area.



Graph 9: Dependency Ratio

5.2.8. UNEMPLOYMENT RATE

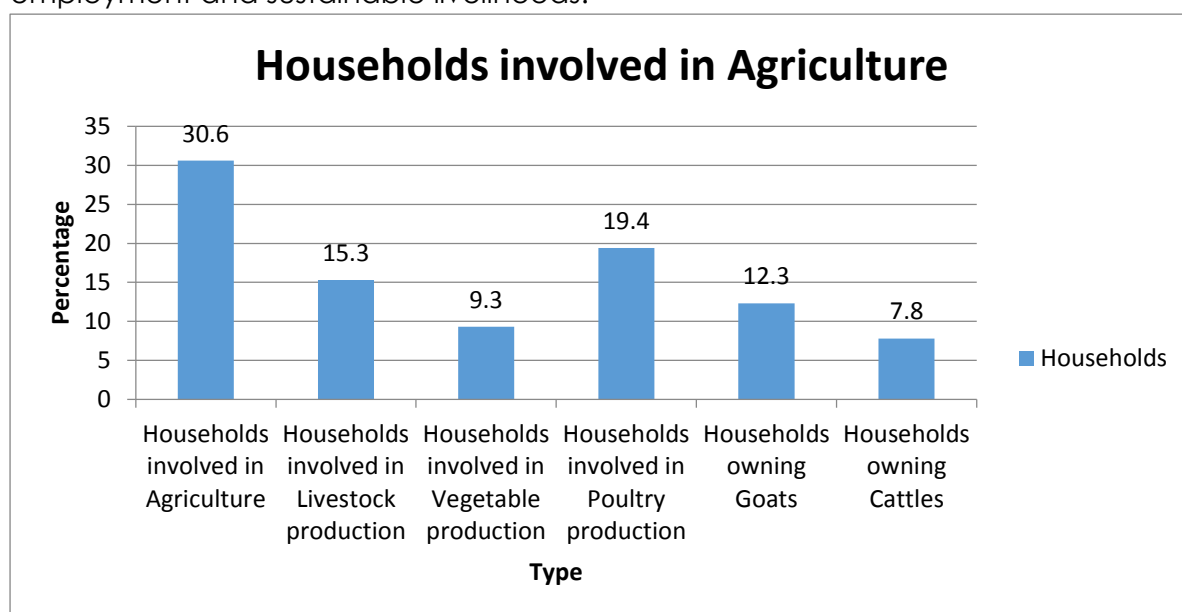
The unemployment rate in Maphumulo has shown a significant decline as it was recorded at 49% in 2011 from 76% in 2001. This decline however may not mean that the population has been absorbed in the labour market but may be amongst other things outward migration, deaths due to HIV/AIDS pandemic, poverty, etc. Out of the 49% that are unemployed 58% are youth. The number of youth that is unemployed is alarming and poses a great challenge for the municipality. If this category of the population does not secure employment, it is vulnerable to engagement in social evils such as drug abuse, crime, prostitution, alcoholism, etc. The municipality should engage itself in development projects that are likely to curb down unemployment and poverty.



Graph 10: Unemployment rate

5.2.9. HOUSEHOLDS IN AGRICULTURE

The graph below gives an indication of the households involved in agricultural activities in Maphumulo. Agriculture plays an important part in Maphumulo and it provides a source of employment as well as being a potential focus for increased employment and sustainable livelihoods.



Graph 11: Households in Agriculture

5.2.9. Key Findings

- Majority (52.9%) of the population is between the age of 15-64 year;
- There is a high dependency ration in Maphumulo;
- There are more female than male (100:83);
- In terms of income levels, the main sources of income in the municipality are from social services; work in the manufacturing sector, trade and farming.58% of the youth are unemployed
- Maphumulo is experiencing a decline in its population

SECTION F: MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT ANALYSIS

6.1 CORPORATE SERVICES DEPARTMENT

The corporate Services directorate primarily champions the Municipal Transformation and Institutional Development through structured initiatives and avenues.

The Department remains a strategic support directorate that renders the transversal services to the entire organisation. These include; human resource, administration, public participation, committee secretariat and registry. At present, the position for the Director is still vacant. Be that as it may, the duties have been delegated to the Manager: Internal Audit, Risk and Compliance.

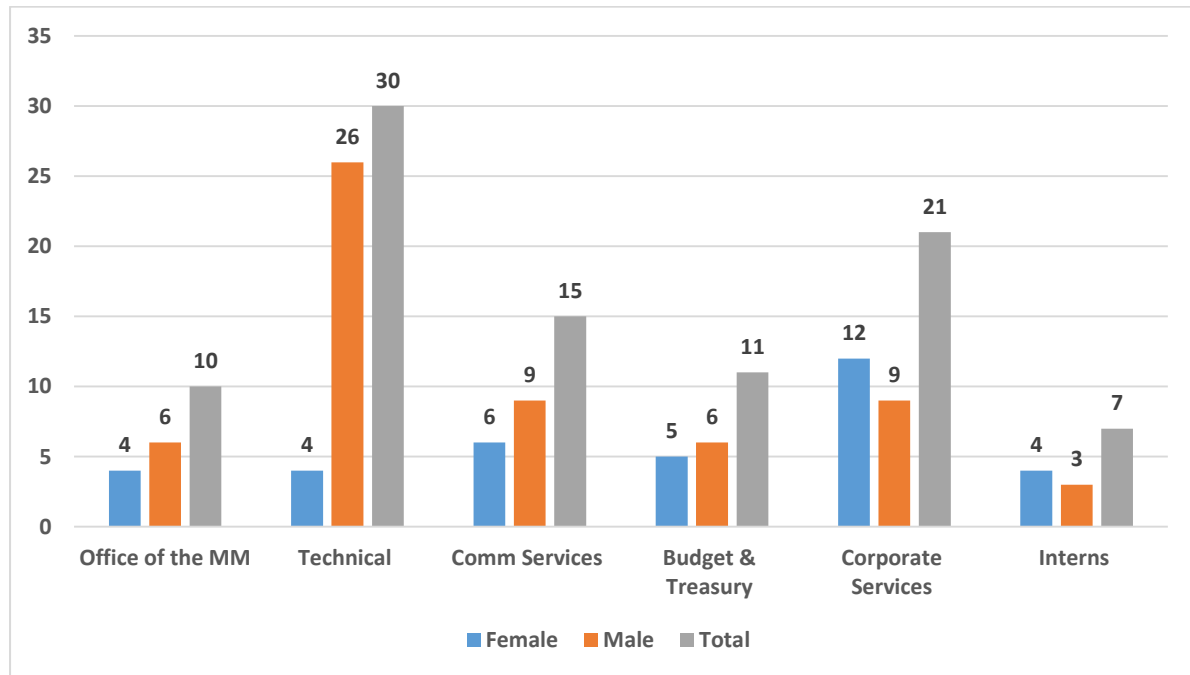
6.2 POWERS AND FUNCTIONS

According to the Municipal Structures Act No. 117 of 1998, Maphumulo Municipality is classified as a category B Municipality, and the following sub-section provides an overview of its powers and functions.

Powers and Functions	Function currently with Maphumulo Municipality	
	Yes	No
Building regulations	•	
Child care facilities	•	
Fire-fighting		•
Local tourism	•	
Storm water		•
Trading regulation	•	
Billboard and display advertisement	•	
Cemeteries, funeral parlours and crematoria		•
Cleaning	•	
Control of public nuisance	•	
Licensing and control of undertakings that sell liquor to the public	•	
Facilities for the accommodation, care and burial of animals		•
Fencing and fences	•	
Licensing of dogs		•
Licensing and control of undertakings that sell food to the public	•	
Local amenities	•	
Local sport amenities	•	
Markets	•	
Municipal abattoirs		•
Municipal roads	•	
Noise pollution		•
Pounds	•	
Public places	•	

6.3 INSTITUTIONAL ARRANGEMENTS

Maphumulo Local Municipality has a staff complement of 96 (inclusive of seven interns). Employees comprised of 56 males and 31 females. It must be stated that the Employment Equity Plan requires that by 2017 the municipality should have 60 percent males and 40 percent female employees. This discrepancy has been taken note of and is being addressed. It must be mentioned that due to the rural nature of the municipality, it is difficult to acquire the required pool of employees and hence making it difficult to meet the set targets.

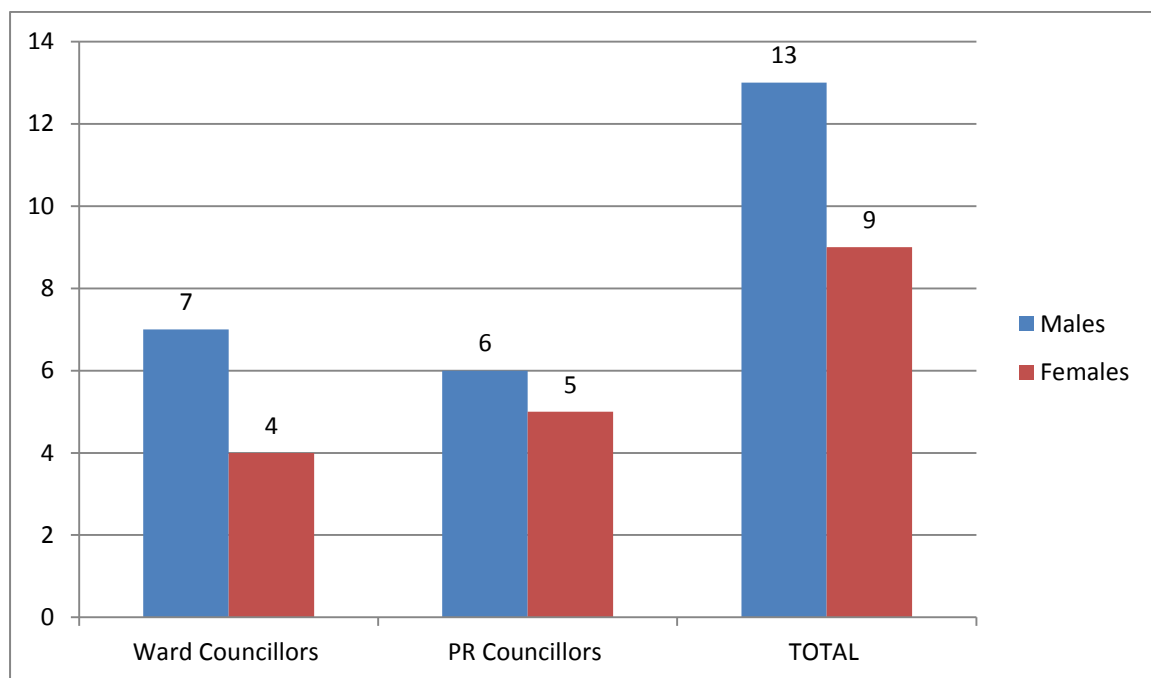


Graph 12: Institutional Arrangements

6.4 POLITICAL CONTEXT

At present, the municipal council is comprised of 22 councillors.

- a) 14 from the African National Congress (ANC)
- b) 8 from the Inkatha Freedom Party (IFP)
- c) In terms of gender; 13 are males and 9 females



Furthermore, The Council has approved that four AmaKhosi who have been proclaimed by the MEC to sit in the council meetings be invited to attend the council meetings once joint trainings with councillors have been held. This is in compliance with section 81 of the Local Government Municipal Structures Act, Act 117 of 1998. Currently AmaKhosi are being invited in the public meetings where their views are also being sourced.

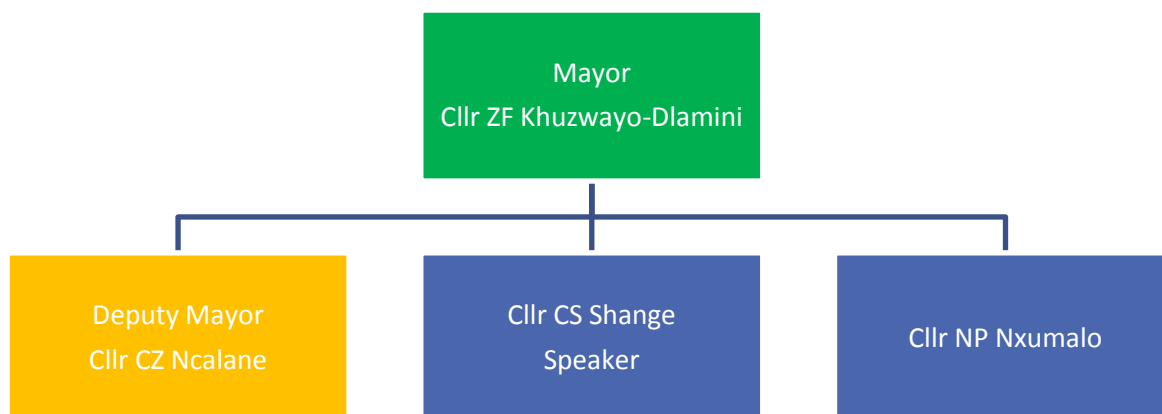


Figure 2: Political Context

6.5 PORTFOLIO COMMITTEES

Maphumulo municipality uses the collective executive mayoral system which means the executive committee is collectively responsible for decision making. The municipality makes use of portfolio committees that correspond to municipal powers and functions to expedite decision-making. These committees were established in line with Section 80 of the Municipal Structures Act i.e. committees that are appointed by the Executive Committee. Their core function is to deliberate on specific matters and then make recommendations to the Executive Committee and then full Council, for the latter to take decisions. The following committees have been established;

- a. Local Public Administration and Human Resources Portfolio Committee
- b. Infrastructure and Technical Portfolio Committee
- c. Finance Portfolio Committee
- d. Economic Development, Planning and Community Services Portfolio Committee
- e. Gender and Vulnerable Group Sub-Committee
- f. Youth Affairs Sub-Committee.

6.6 ORGANIZATIONAL DEVELOPMENT

Due to the location of the municipality, the staff comprises of black employees only with no other races. There are 3 employees with disabilities which constitutes 2.61% of the total workforce which is above the prescribed norm of 2%. During the past financial year, the department was committed to deliver on the institutional policies that would serve to strengthen the administrative component. As a result, the following policies were reviewed and subsequently adopted, together with the 2017-18 IDP and budget;

POLICY	STATUS
Fleet Management Policy	Reviewed and adopted in May 2017
Human Resources Strategy	Reviewed and adopted in May 2017
Employment Equity Plan	Reviewed and adopted in May 2017
Acting Policy	Reviewed and adopted in May 2017
-Leave Policy	Reviewed and adopted in May 2017
Health and Safety Policy	Reviewed and adopted in May 2017
Recruitment and Selection Policy	Reviewed and adopted in May 2017
Overtime Policy	Reviewed and adopted in May 2017
Training and Development Policy	Reviewed and adopted in May 2017
Remuneration Policy	Reviewed and adopted in May 2017

Table 20: Status of HR Policies

The employees in the municipality are represented by two (2) recognised trade unions which are Independent Municipal and Allied Trade Union (IMATU) and South African Municipal Workers Union (SAMWU). There are no current labour disputes taking place and the municipality is functioning well with these unions. Challenges that are sometimes encountered are usually resolved amicably. No disciplinary hearing has taken place in the current year and there is no disciplinary case that is outstanding.

Due to the staff compliment of the municipality, there is no dedicated unit that deals with Employment Assistance Programme (EAP) but the human resource office is mandated to refer cases that require professional assistance to the qualified institutions that normally deals with the case and advise the municipality accordingly. Such cases are very limited and no such case has been reported in the current year.

6.7 WORK PLACE SKILLS PLAN

The municipality has prepared and adopted a Workplace Skills Plan (WSP) in order to address the training needs of its employees. This plan helps to identify training gaps of employees and attempt to capacitate the employees in order to perform their functions better. The training plan aims at exposing every employee to training. This training includes councillors as well who are currently being trained in Municipal Finance Management Programme. All staff from officer level up to the management level is also being trained in the Municipal Finance Management Programme. This is in line with the requirements of minimum competency levels required by National Treasury.

Table 3: Training expenditure

6.8 ORGANIZATIONAL STRUCTURE

The Maphumulo Municipality reviewed and adopted the new organogram in May 2017. The Economic, Development and Planning Department has been merged with the Community Services Department in an attempt to minimize staff overhead costs. However, vacancies within the top structure remain as a matter of concern.

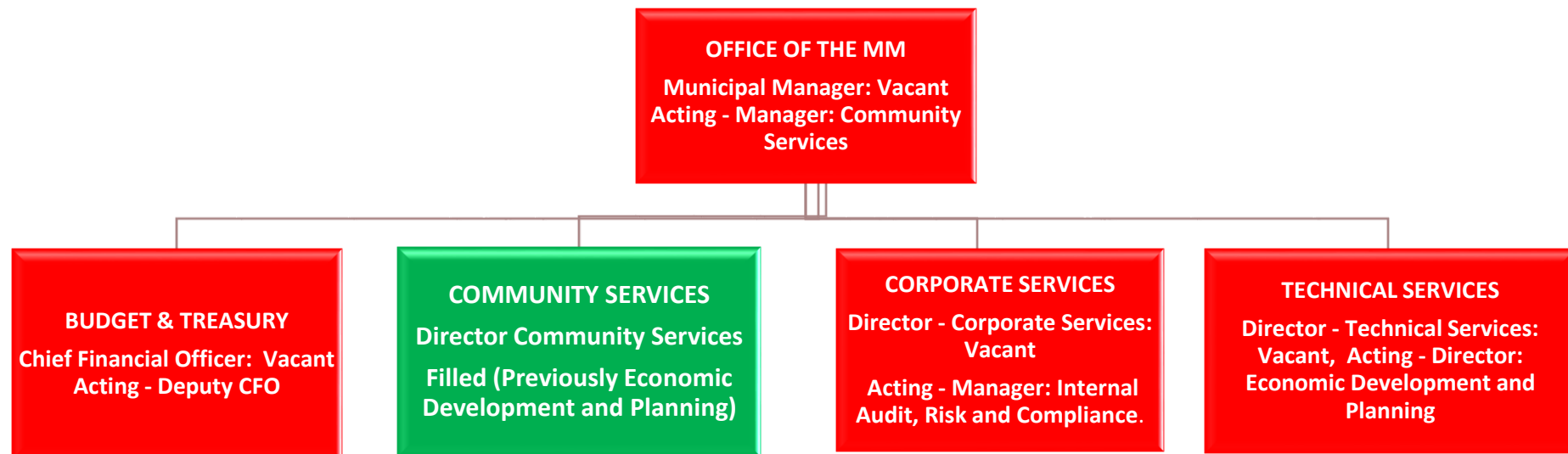


Figure 3: Organisational Structure

6.9 DEVELOPMENT PLANNING SHARED SERVICES

The new iLembe DPSS business plan was approved by the respective Municipal Managers at the Technical Support Forum held on the 19th June 2015. Specific to Maphumulo, the new model is founded on the following;

- Chief Planner, GIS Specialist, GIS Officer and Environmental Specialist will continue with the current sharing.
- A new senior planner position shared between Ndwedwe and Maphumulo due to the absorption of the current senior planner to Mandeni. Position was filled in May 2016.

PROPOSED DPSS ORGANOGRAM

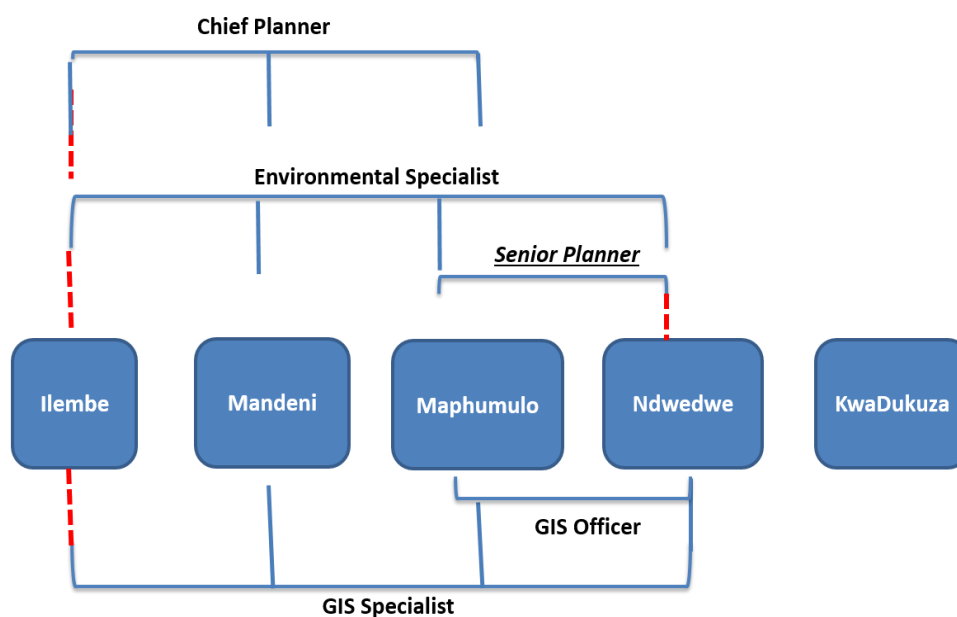


Figure 4: DPSS Organogram

6.8 MUNICIPAL VACANCY RATE

Apart from the rural environment, lack of a revenue base and infrastructure backlogs, an additional hurdle for Maphumulo is that of a high vacancy rate in the **top structure**. **The positions of the Municipal Manager, Chief Financial Officer, Directors; Corporate and Technical Services are still vacant.** However, positive strides have been made in respective departments. The municipal organogram comprises of a total of 116 positions. At present, 90 positions have been filled, which reflects an improved vacancy rate of **23%**.

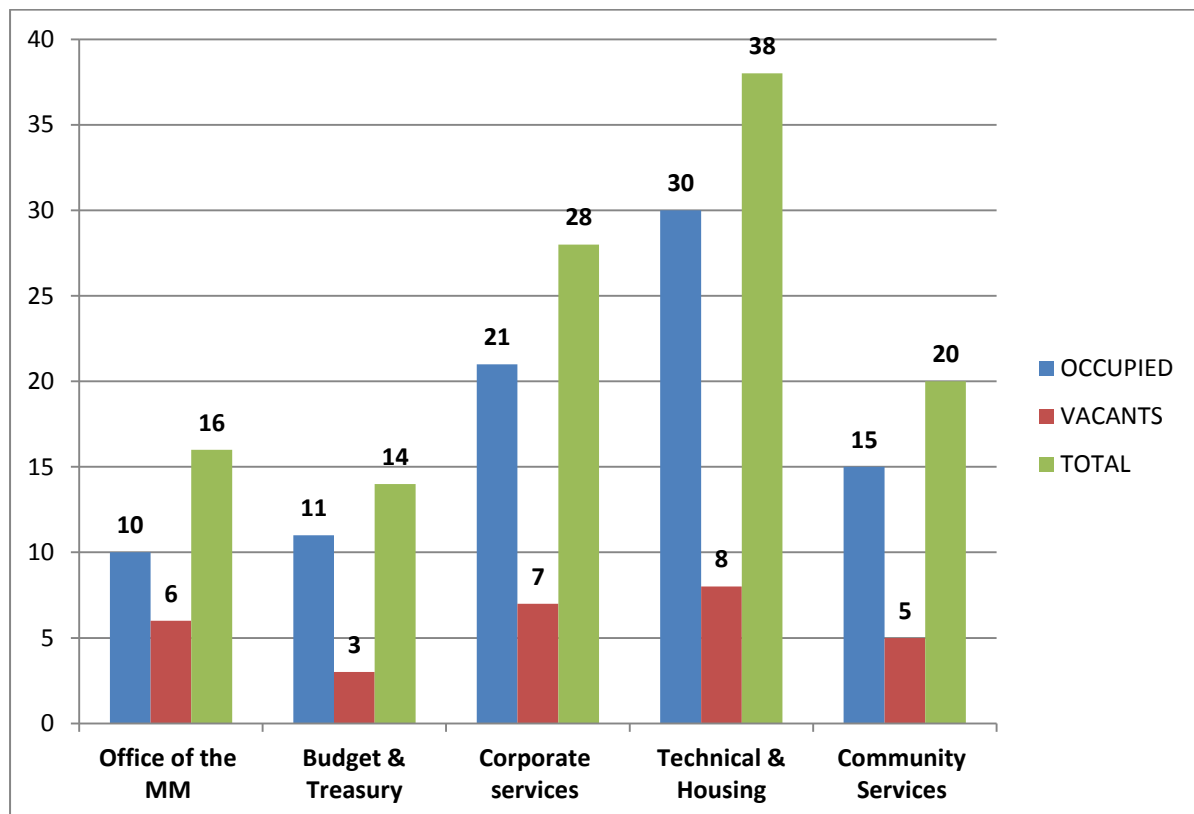


Table 4: Municipal vacancy rate

6.9 PROGRESS WITH APPOINTMENTS AND CRITICAL POSITIONS

The table below indicates positions that have been filled in the 2016-17 financial year.

No	Position	Date of appointment
1.	Manager: Performance Management	July 2016
2.	Manager: Technical Services	01 October 2016
3.	Mayoral PA	15 September 2016
4.	SCM Practitioner	01 February 2017

5.	SCM Practitioner	01 February 2017
6.	Administration Officer	01 February 2017
7.	Technical General worker	07 February 2017
8.	Driver	07 February 2017
9.	Manager: SCM	15 February 2017
10.	Manager: Human Settlements	15 February 2017
11.	Manager: HR & Administration	15 February 2017
12.	Manager: Corporate Governance	24 March 2017
13.	Foreman: Roads and storm water	24 March 2017
14.	Volunteering Financial Intern	09 January 2017
15.	EPWP Data Capturer	01 May 2017

The recruitment process for the top structure, (Municipal Manager, Chief Financial Officer and Director Corporate Services) has commenced. Shortlisting and vetting for these positions have been finalised, and the interviews are anticipated to take place in June 2017. In addition, the following positions will be prioritised in the 2017/18 financial year;

- Manager: ICT
- Manager: Legal and Secretarial Services
- Building Control Officer
- Environmental Officer

6.10 ICT

ICT services are rendered through a service provider – SIGMA IT. Yet, the municipality has since ensured this function will be catered for internally. The ICT component has been included as a new department in the recently adopted organogram. As a result, the position of Manager: ICT was advertised and interviews were conducted during the month of February 2017. However, due to a lack of suitable candidates the position will be re-advertised. Additionally, the ICT strategy, which was adopted in 2014 will be amended and reviewed in the new financial year.

6.11 RISK MANAGEMENT

Risk management contributes to good corporate governance by providing reasonable assurance to Government that the municipality organizational objectives will be achieved within a tolerable degree of residual risk. The criteria for deciding whether a risk needs to be treated are often set with reference to events from similar activities in the past or by background risks experienced in daily life.

Maphumulo Local Municipality established an enterprise risk management department which is within the Office of the Municipal Manager in September 2014. The department currently has one employee who is the Manager: Risk Management.

The enterprise risk management department has the following strategic documents in place;

- Enterprise Risk Management Policy
- Enterprise Risk Management Framework
- Draft Whistle Blowing Policy
- Draft Fraud Prevention Plan and Strategy

An annual risk assessment is conducted before the start of the new financial year so that the annual internal audit plan is based on it. The risk register is updated at least once quarterly.

The municipality is facing the following top 10 operational and strategic risks;

1. Inadequate financial resources
2. Planned targets not achieved
3. Poor performance by appointed service providers
4. Poor records management
5. Non-Implementation of the infrastructure maintenance plan
6. Instability among critical management positions
7. Non-compliance with laws and regulations including internal policies
8. Lack of business continuity plan for all departments
9. Low staff moral
10. Abuse of overtime

The municipality is currently implementing processes to ensure that the above risks are eliminated or decreased to a tolerable level.

6.12 AG ACTION PAN

	Audit Finding	Internal Control deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress	
1	<p>Non-compliance with designated sector threshold</p> <p>In terms of Preferential Procurement Regulations 2011 paragraph 9(1), "An organ of state must, in the case of designated sectors, where in the award of tenders local production and content is of critical importance, advertise such tenders with a specific tendering condition that only locally produced goods, services or works or locally manufactured goods, with a stipulated minimum threshold for local production and content will be considered."</p> <p>Paragraph 9(5) on the above regulation states that where necessary, for</p>	<p>The Bid Specification Committee did not exercise due care in properly applying the specifications of the Preferential Procurement Regulations when formulating the bid specification for these bids.</p> <p>The Bid Evaluation Committee did not evaluate the proposals with regard to prospective suppliers supplying the necessary local content declarations</p>	<p>The Supply Chain Management unit should provide detailed training to the Bid Specification Committee to ensure that all officials fully understand the nature of the requirements governing quotations and bids from designated sectors. The Municipality is able to provide the local content declaration templates to prospective suppliers and therefore, management should communicate to the Bid Evaluation Committee that no proposals should be awarded to suppliers who did not complete the local content declarations or who did not meet the necessary local content thresholds</p>	<p>We will revisit the composition of the Bid Specification committee to ensure that members of this committee understand what is expected of them in addition training will be provided to the new members.</p> <p>The declaration form (MBD6) will be incorporated into the bid documents for all designated sector goods.</p>	<p>Velani Dube</p> <p>SCM Manager</p>	<p>28 February 2017</p>	<p>Appointment letters of the new specification committee.</p> <p>Designated Sector goods Bid Document</p>	Achieved	

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2	<p>Contract Management</p> <p>In terms of section 116(2)(b), the accounting officer must monitor on a monthly basis the performance of the contractor under the contract.</p> <p>No supporting evidence could be provided to the auditors to indicate that the accounting officer monitors on a monthly basis the performance of the contractors</p>	<p>Management did not exercise adequate oversight to develop policies and procedures not monitor performance of contracts.</p>	<p>Management should formulate a policy to govern the monitoring of performance contracts. This policy should set out performance management monitoring systems for categories and types of contracts.</p> <p>Management should appoint a contract manager who will be responsible for managing one or more types of contracts and provide summary and exception reports for each type as part of overall contract performance monitoring.</p> <p>Performance management and assessment should ideally occur at regular intervals through the life of</p>	<p>A Supplier's Performance Policy will be developed and implemented.</p> <p>The functions of contract management will be delegated to one of the SCM Practitioners.</p>	<p>Velani Dube</p> <p>SCM Manager</p>	<p>30 May 2017</p>	<p>An approved Suppliers Performance Policy.</p> <p>Reviewed job description.</p>	<p>Partially Achieved</p>	

			the contract. Since the locations where cleaning services are offered for Maphumulo Municipality are dispersed, performance management and assessment can be done on a quarterly basis.						
3. SCM Regulation 36 Deviation	<p>the accounting officer-</p> <p>a) To dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient, which may include direct negotiations, but –</p> <p>(i) In an emergency;</p> <p>(ii) If such goods or services are procured or available</p>		The Accounting Officer should ensure that when the Municipality is using Section 116, all the provision are complied with adequately and the procurement process is fair transparent and cost effective	<p>Communication will be made with the SCM office, CFO office as well as the office of the MM whenever S116 and regulation 36 are to be used in order to avoid the misinterpretation of the act.</p> <p>Before such appointments are concluded the MM's office must ensure that the Risk and Compliance section has reviewed all documents and given an approval</p>	<p>Mr. S. Majola</p> <p>Acting CFO</p> <p>And</p> <p>Velani Dube</p> <p>SCM Manager</p>	Ongoing	Minutes of a meeting/email/memo.	Not Achieved	

	(iii)	from a single provider only; For the acquisition of special works of art or historical objects where specifications are difficult to compile;								
	(iv)	Acquisition of animals for zoos; or								
	(v)	In any other exceptional case where it is impractical or impossible to								

	follow the official procurement
Isulempilo Trading and Projects cc was award a contract for construction of a multipurpose hall in ward 03, however the project did not start in time due to delays by the municipality in initially identifying an incorrect land which did not belong to the municipality.	
Four to five months later the municipality identified a new piece of land, however this site was far away was from the initial site, and lead to the Isulempilo Trading cc requesting municipality to revise the prices that were initially quoted, however the municipality refused to revise the prices, instead awarded the contract to a new service provider at a higher price than initially	

	<p>quoted by Isulempilo Trading cc.</p> <p>Isulempilo Trading and Project contract was terminated with the current supplier and awarded to another contractor performing work on another site. Hence, we deem this process of section 116 cannot to be applicable to the new contractor.</p> <p>A deviation could have been followed in accordance with section 36 if the contract was deemed to be urgent or consider actions that should have been applied for the second best bidder. No evidence exists that the municipality had considered all these alternatives hence we cannot conclude that the principles of fairness, equitably and cost effectiveness was done as</p>									
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	the price on the new contract was much higher								
	The above award may constitute non-compliance with MFMA SCM regulation, and may give rise to irregular expenditure.								
4. Reported performance is not reliable	<p>In terms of section 62(1)(c)(i), the accounting officer of the municipality must take all reasonable steps to ensure that the municipality had and maintained effective, efficient and transparent systems of financial and risk management and internal control.</p> <p>In addition, the National Treasury <i>Framework for managing programme performance information (FMPPI)</i> requires that institutions should have appropriate systems to collect, collate, verify and store performance</p>	The accounting officer has not implemented proper record management system to facilitate the collection, collation, verification, storing and reporting of actual performance information. The directors have not maintained proper portfolios of evidence to support reported performance in the quarterly reports and the annual	<p>The accounting officer should implement the following processes:</p> <ul style="list-style-type: none"> All directors should be required to maintain adequate and relevant portfolio of evidence and used in the determination of year end performance bonuses. The document design should be reviewed to enable independent verification of the validity, accuracy and completeness of reported performance. 	The approved SDBIP to indicate the type of document required as POE for each indicator target.	S. Zulu Manager : PMS	30 January 2017 Ongoing	Reviewed SDBIP. Internal audit reports on PMS.	Partially Achieved	

	<p>information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets.</p> <p>During the audit of actual achievements it was identified that the portfolio of evidence was not adequate to verify actual reported performance</p>	performance report	A record management system should be implemented over the documents above to ensure that they are properly filed and easily retrievable.						
5.	<p>Fruitless and Wasteful expenditure</p> <p>As defined by the MFMA, "fruitless and wasteful expenditure," means expenditure that was made in vain and would have been avoided had reasonable care been exercised.</p> <p>The following fruitless and wasteful expenditure was identified but not disclosed:</p> <p>Interest and penalties levied by SARS for an</p>	The accounting officer does not exercise oversight regarding financial and performance reporting and compliance and related internal controls	It is recommended that the GL be inspected and ensure all fruitless and wasteful expenditure is disclosed and in the process of condonation.	SARS payment will be done through E-Filing and the ledger will be inspected on a monthly basis.	Mr S Majola Acting CFO	30 Jan 2017	Proof of payment to SARS. A sample of reviewed ledgers.	Partially Achieved	

	amount of R24 713 and R154 311.								
6 UIFW not investigated	As required by section 32 of the MFMA, the council must investigate all instances of unauthorised, irregular and fruitless and wasteful expenditure to determine if any person is liable for the expenditure. At 30 June 2016, the municipality has not investigated any of the expenditure from the prior years. This will be reported as a material non-compliance in the audit report.	The council had not implemented adequate controls to ensure that all expenditure reported as unauthorised, irregular and fruitless and wasteful expenditure are investigated timely.	The council must implement proper internal controls to ensure that all expenditure reported in the annual financial statements relating to unauthorised, irregular and fruitless and wasteful expenditure are investigated to determine if there are any responsible officials that may be liable for this expenditure	A policy for Unauthorised, Irregular and Fruitless Expenditure will be developed, approved and implemented	Mr V Dube SCM Manager	30 May 2017	An approved Policy document.	Not Yet Due (Policy is at a draft stage)	
7. Winning suppliers did not provide signed declaration of interest	As per the Municipal Supply Chain Management Regulation no. 13 General preconditions for consideration of written quotations or bids, "A supply management policy must state that the	Quotation documents submitted are not adequately reviewed by the members of the evaluation committee to ensure that all relevant	Members of the evaluation committee should adequately review the quotation and bid documents to ensure that all necessary documents are included in the quotation or bid	The SCM Manager will review all quotations and bids received to ensure completeness of all necessary documents.	Velani Dube Acting SCM Manager	Ongoing	A sample of checklist completed and reviewed.	Partially Achieved	

	<p>municipality or municipal entity may not consider a written quotation or bid unless the provider who submitted the quotation or bid -</p> <p>(a) Has furnished the municipality or municipal entity with that provider's -</p> <ul style="list-style-type: none"> (i) full name; (ii) identification number or company or other registration number; and (iii) tax reference number and VAT registration number; <p>(b) has authorised the municipality or municipal entity to obtain a tax clearance from the South African Revenue Services that the provider's tax matters are in order; and</p> <p>(c) Has indicated -</p> <ul style="list-style-type: none"> (i) whether he or she is in the service of the state, or has been in the service of the state in the previous twelve months; 	<p>information and forms such as the declaration of interest have been submitted by the suppliers</p>	<p>submission prior to recommending a supplier</p>						
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	<p>(ii) if the provider is not a natural person, whether any of its directors, managers, principal shareholders or stakeholder is in the service of the state, or has been in the service of the state in the previous twelve months; or</p> <p>(iii) whether a spouse, child or parent of the provider or of a director, manager, shareholder, or stakeholder referred to in subparagraph (ii) is in the service of the state, or has been in the service of the state in the previous twelve months."</p>								
8.	<p>Non-compliance with MFMA Reporting Requirements</p> <p><u>Conditional grants return forms:</u></p> <p>In terms of Section 12(2)(b) of the 2015 DoRA, a municipality must, as part of the report required in terms of Section 71 of the MFMA, report on their</p>	<p>Management did not exercise due diligence to ensure that all MFMA reporting requirements and deadlines for items to be tabled were adhered to.</p>	<p>At the beginning of each financial year, management should plan strict timelines in which all reports are prepared and tabled in accordance with MFMA and Treasury guidelines to ensure that</p>	<p>Monthly monitoring of the Compliance Checklist will be done.</p>	<p>Ms T Sithole</p> <p>Manager: Risk and Compliance</p>	<p>Monthly</p>	<p>Monthly compliance report.</p>	<p>Partially Achieved</p>	

	<p>grant expenditure to the relevant Provincial Treasury, the National Treasury and the relevant transferring national officer.</p> <p>Section 12(4) of 2015 DoRA further specifies that the report by a municipality in terms of Section (2)(b) must set out for that month and for the financial year up to the end of that month:</p> <p>(a) the amount receives by the municipality;</p> <p>(b) the amount of funds stopped or withheld from the municipality;</p> <p>(c) the extent of compliance with this Act and with the conditions of an allocation or part of an allocation provided for in a framework;</p> <p>(d) an explanation of any material problems experienced by the</p>		<p>all reporting requirements are met.</p>						
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<p>municipality regarding an allocation which has been received and a summary of the steps taken to deal with such problems;</p> <p>(e) any matter or information that may be determined in the framework for the allocation; and</p> <p>(f) such other issues and information as the National Treasury may determine.</p> <p><u>Adjustment budget process:</u></p> <p>In terms of Section 28(1) of the MFMA, a municipality may revise an approved annual budget through an adjustments budget.</p> <p>When the annual budget has been adjusted, the municipality should table their Adjustments Budget to Council at any time after the Mid-Year</p>							
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	<p>Budget and Performance Assessment Report has been tabled in Council but not later than 28 February of the current year as required by Regulation 23(1) of the Municipal Budget Reporting Regulations.</p> <p><u>MFMA Competency Level Return:</u></p> <p>Section 14(1) of the Municipal Regulations on Minimum Competency Levels states that the municipal manager of the municipality and chief executive officer of a municipal entity must monitor the compliance with the prescribed minimum competency levels of financial and supply chain management officials. Section 14(2) states further that such information must be reported to National Treasury and relevant Provincial Treasury by 30</p>								
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	January and 30 July of each year								
9. No indigent register exists	As required by section 64 of the MFMA, the municipality must have an effective revenue management system. In terms of Part 20 of the municipalities Credit control policy, "In regard to the payments expected from registered indigents, and the credit control and debt collection actions contemplated in respect of such residents, this policy must be read in conjunction with the municipality's approved policy on indigence management." The municipality does not maintain a listing/database in respect of indigent debtors as a result of these applications not being adequately	The accounting officer did not implement an indigent policy in a timely manner to ensure that accounting for transactions are valid, accurate and complete.	Management should ensure that databases of indigent debtors are adequately maintained in accordance with the municipality's credit control policy.	The indigent register will be developed, approved and implemented.	Mr. C Mhlongo Community Services Manager	30 June 2017	An approved indigent register.	Not Yet Due	

	<p>maintained, reviewed and approved.</p> <p>The municipality's revenue and debtors may be over/(under) stated as billing charges may occur to indigent debtors.</p>								
<p>10</p> <p>Inadequate provision for bad debts assessment made</p>	<p>As required by section 64 of the Municipal Finance Management Act 56 of 2003, section 95 of the Municipal Systems Act and the municipality's credit control and debt collection policy noted that the municipality has an ineffective revenue collection system. For the year ending 30 June 2016, there were no cash receipts from any of the residential property owners and from the</p>	<p>The accounting officer and the chief financial officer have not monitored the implementation of the revenue collection policy and its process.</p>	<p>The accounting officer should revisit its current practice on collection of revenue from its consumers to ensure it is aligned with the MFMA and other best practices that exists within the iLembe District municipality.</p> <p>The chief financial officer should investigate its debtors' balances at 30 June 2016 in line with its current accounting policy on provision for bad debts to determine if the current provision included in the</p>	<p>A debt management strategy will be developed and implemented.</p>	<p>S Majola Acting CFO</p>	<p>30 April 2017</p>		<p>Not yet Due</p>	

	commercial rates consumers. Per evaluation of the accounting policy for impairment of trade receivables as per the AFS, noted that management have not adequately implemented the policy as the provision for bad debts at year end only includes debtors that are greater than 120 days resulting in the provision for bad debts being understated.		statement of financial performance is reasonable. More focus should be given to the residential and commercial debtors.						
11. VAT as per Annual Financial Statements does not agree to	As per section 122(1) (a) and section 62(1)(b) of the MFMA, noted that VAT receivable as disclosed on the AFS is overstated. The differences were noted between VAT input	The chief financial officer (CFO) did not ensure that there are adequate processes in place to ensure that reconciliations of the VAT Receivables as per	Management should ensure that reconciliations of the VAT receivables as per VAT statement of account agrees to the amounts disclosed in the AFS. The above differences must be corrected and all information must be	VAT reconciliations to be prepared and reviewed on a monthly basis. An audit of past invoices will be performed in order to verify that input VAT	Mr S Majola Acting CFO	30 April 2016	A sample of VAT reconciliations Report of the outcomes on the audit undertaken.		

VAT as per the SARS Statement of Account	for the year as per VAT and the VAT receivables as per VAT statement of accounts.	VAT statement of account agrees to the amounts disclosed in the AFS. The CFO did not ensure that there are adequate processes in place to ensure that only claim input vat after verifying and confirming that they are valid tax invoice per the VAT Act.	provided for audit. The CFO should engage SARS to provide training to the municipality on what controls should be in place ensure that the input VAT submitted per the VAT 201 are accurate and complete.	has been claimed from all valid tax invoice.					
12. Indicators and targets are not well-defined, verifiable and measurable	<p>In terms of section 41(1) (a) - (c) of the MSA, a municipality must</p> <ul style="list-style-type: none"> • set appropriate performance indicators and measurable performance targets for each of its objectives set out in the IDP • Monitor, measure and 	The PMS Manager has not performed an adequate review of the SDBIP and annual performance report to ensure that approved indicators and targets are well defined, verifiable and measurable.	The PMS Manager should ensure, when conducting the review of the SDBIP and annual performance report, that the performance indicators and targets included in the report is well defined, verifiable and measurable	To review the approved SDBIP and redefine all indicators and targets to ensure that they comply to SMART principles	S. Zulu Manager PMS	30 March 2017	Reviewed SDBIP		

	review performance against each of the development priorities, objectives indicators and targets set in terms of its performance management system.								
13. Service Delivery Budget Implementation Plan that was made public was not complete	<p>A “service delivery and budget implementation plan” means a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate:</p> <p>(a) projections for each month of –</p> <p>(i) revenue to be collected, by source; and</p>	Sufficient monitoring controls were not in place to ensure that the SDBIP advertised by the municipality was accurate and complete.	<p>It is recommended that the SDBIP, that is made public, include information that is fully complete and should include performance indicators and targets for key projects.</p> <p>The performance indicators and targets are critical information that must form part of the SDBIP of the municipality. Therefore the municipality should not omit this information for key projects.</p>	Approved SDBIP to be compared to the advertised SDBIP.	S. Zulu Manager : PMS	30 March 2017			

	<p>(ii) operational and capital expenditure, by vote</p> <p>(b) service delivery and targets and performance indicators for each quarter; and</p> <p>(c) any other matters that may be prescribed,</p> <p>and includes any revisions of such plan by the mayor in terms of section 54(1)(c).</p> <p>The service delivery and budget implementation plan, approved by the mayor and made public, omitted important information relating to the performance indicators and target for key projects that were not achieved in previous financial year. Therefore the public was not made fully aware of the</p>								
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	performance indicators and targets of the service delivery projects being undertaken by the municipality. This will also impact on the annual performance report (APR) and the APR will also not be complete as these projects will not be reported on.								
14. No policies and procedures for Road Infrastructure	<p>In terms of section 11(3) (a) of the Municipal Systems Act which states “A municipality exercises its legislative or executive authority by— Developing and adopting policies, plans, strategies and programmes, including setting targets for delivery”;</p> <p>During the audit it was identified that the municipality did not develop the following policies and procedures for the management of road infrastructure:</p>	Management did not exercise adequate oversight responsibility to ensure that policies, plans and systems governing the effective service delivery responsibilities were in place, approved and implemented	<ul style="list-style-type: none"> Urgent attention should be given to the formulation and implementation of a road infrastructure policy to ensure that decision making is guided correctly to achieve the desired outcomes The maintenance and renewal plan should be approved and implemented which will prevent road maintenance and renewals to be carried out at a random basis. 	A road infrastructure policy and procedures will be developed, approved and implemented.	Mr. A Buthelezi Manager Technical services	30 May 2017	An approved road infrastructure policy, Plan, road maintenance plan and priority list for road maintenance.	Not Yet Due	

	<ul style="list-style-type: none"> • Road infrastructure policy • Road maintenance plan • Road Asset Management System • Priority list for road maintenance <p>The absence of an updated approved policy and procedures to manage road infrastructure, resulted in the following:</p> <ul style="list-style-type: none"> • No planned or preventative maintenance being conducted (short and long term) • Lack of skilled staff • Backlogs not being addressed <p>An informal meeting was held with the Director of Technical Services and it was identified that the</p>		<ul style="list-style-type: none"> • Management must ensure that a proper road asset management system is in place and implemented. This will assist management in the efficient and effective decision making in respect of road infrastructure. • National Department of Transport has issued a yearly grant (RAMS) to iLembe District Municipality (DM) from 2011/12 financial year to assist municipalities with the collection of data and conditions of all the municipal roads in their area. Management should obtain the information/data collected relevant to Maphumulo Municipality from the DM which will 						
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	<p>municipality has developed a draft maintenance plan for road infrastructure. However, this maintenance plan was not approved by council and implemented in the 2015-16 financial year.</p> <p>Without policies and maintenance plans proper decision making on the deterioration of the road infrastructure (which includes renewals, potholes, cracks etc.) cannot be made. Furthermore, a lack of a road asset management system can affect accurate budgeting and sound decision making.</p>		<p>assist in setting up a road asset management system. This information will also enable management to identify and prioritise road maintenance within their own budgets to improve the conditions and extend the lifespan of road infrastructure.</p>						
15. Inadequate policy relating to consultants	<p>In terms of paragraph 3.1.1 of the Guide for Municipal Accounting Officers, the objective of demand management is to ensure that the resources required to</p>		<p>Management should revise the section in their SCM policy that relates to consultants to include measures that will address</p>	<p>MANCO will review the SCM Policy.</p>	<p>Mr V Dube SCM Manager</p>	<p>30 May 2017</p>	<p>A reviewed SCM Policy document.</p>	<p>Not Yet Due</p>	

	<p>fulfil the needs identified in the Integrated Development Plan (IDP) of the municipality are delivered at the correct time, price, and place and that the quantity and quality will satisfy those needs. As part of this element of SCM, a total needs assessment should be undertaken.</p> <p>The decision to appoint consultants is neither supported by a gap analysis nor needs assessment being done prior to the invitation of bids or proposals.</p> <p>This internal control deficiency could result in consultants being appointed for services that employees within the municipality have the skills and capacity to undertake.</p> <p>Paragraph 5.7.1 of the Guide for Municipal Accounting Officers</p>		<p>the over reliance on consultants.</p> <p>Management should also review, at least on an annual basis, whether the objectives of Maphumulo Municipality are better achieved through the use of consultants or through permanent staff. This can be achieved by performing a cost effectiveness analysis to determine whether training current staff or employing additional staff is better or worse for the municipality than using consultants.</p>					
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	<p>states, "if the assignment includes an important component for training or transfer of knowledge and skills, the Terms of Reference should indicate the objectives, nature, scope and goals of the training programme, including details of trainers and trainees, skills to be transferred, time frames and monitoring and evaluation arrangements. The cost for the training programme should be included in the consultant's contract and in the budget for the assignment.</p> <ul style="list-style-type: none"> • Consultants such as Sigma It and Camelsa Consulting are not providing any training or transfer of skills to the employees of the municipality since this was not 								
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	<p>included in the Service Level Agreements signed by the representatives of Maphumulo Municipality and the abovementioned consulting entities;</p> <ul style="list-style-type: none"> • Consultants such as Bonakude Consulting are not providing formal skills transfer to the employees of the municipality <p>While Maphumulo Municipality's paragraph on consultants in the SCM policy does define the main purposes and objectives for appointing consultants, it does not include measures to address the over reliance on consultants.</p>								
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	<p>This risk could result in:</p> <ul style="list-style-type: none"> • Consultants being appointed for tasks that are unnecessary to the municipality; • Consultants being appointed for tasks that individuals within the employ of the municipality are capable of doing and; • The municipality being unable to function adequately without the assistance of these consultants. • The municipality becoming over reliant on the consultants used and the municipality as a whole being unable to function without these consultants 								
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	<p>providing the necessary services;</p> <ul style="list-style-type: none"> Employees within the municipality will not be trained adequately by the consultants and will thus not be able to adequately replace the consultants in providing the relevant services at a satisfactory level. 							
16.	<p>Disaster recovery plan not tested formally</p> <p>It was noted that no formally scheduled Disaster Recovery Plan test had been performed in the period under review. In the absence of Disaster Recovery Plan testing, the Municipality</p>	<p>Management did not understand the risk associated with not formally testing the Disaster Recovery Plan.</p>	<p>Management should consider implementing the following controls:</p> <ol style="list-style-type: none"> The Disaster Recovery Plan should be formally 	<p>The Disaster recovery plan will be tested and the results tabled at the IT Steering Committee.</p>	<p>Mr. M. Gumede</p> <p>Acting Executive Manager Support Services</p>	<p>30 April 2017</p>	<p>Minutes of the IT Steering Committee</p>	<p>Tested but the results not tabled at the IT Steering Committee meeting</p>

	may not be aware of shortcomings in the plan and would not be able to assess its effectiveness to restore IT systems in an objective and quantifiable manner.		<p>tested on an annual basis;</p> <p>2. The results of the testing should be evaluated and benchmarked against required criteria, such as the recovery point objective and the recovery time objective in order to assess the effectiveness of the plan;</p> <p>3. Changes to the plan should be made based on the results of testing performed and the amended plans approved and distributed to the relevant individuals; and</p> <p>Adequate evidence of testing performed should be maintained</p>						
17.							Register		

No register maintained for visitors to the server room	No register is maintained and signed by unauthorised individuals entering the server room. As a result, management may not be able to establish accountability for unauthorised actions performed in the server room.	A lack of management oversight was noted regarding the design of server room controls.	Management should implement a register that will include the individual entering the server room, the IT technician accompanying the individual, the date and time as well as the reason the individual is in the server room. This will ensure that clear lines of accountability are present in the case of an intrusion or disaster in the server room.	The register will be implemented for visitors to the server room and no one will occupy this office on a full-time basis.	Mr. M. Gumede Acting Executive Manager Support Services	31 January 2017			
18 IT Policies and Procedures used are not	Policies and procedures not being approved by management will result in lack of accountability in the case of the inappropriate actions and protocol being utilised.	Management has not exercised due care in ensuring that all IT-related policies and	Management should ensure that annually, all IT-related policies are reviewed and approved by the appropriate delegated official.	The IT policies and procedures will be tabled at the IT Steering Committee for adoption.	Mr. M. Gumede Acting Executive Manager	30 March 2017	Minutes of the IT Steering Committee	Policies tabled at the April 2017 IT Steering Committee meeting	

approved by management	This is due to the IT department being able to not follow the policies and procedures laid out as they are not valid due to the lack of formal approval by management	procedures have been approved.			Support Services				
19. Periodic reviews of user access rights are not performed (Pastel and VIP)	<p>It was noted that for the financial period under review, no management review had been performed to ensure user access rights assigned on the Pastel and VIP systems were in line with employee's job responsibilities. Furthermore, users with access that have been terminated - such as former employee Samkelo Manqele - are still on the access table as an active user.</p> <p>If reviews of users' access rights assigned on IT systems are not performed on a periodic basis, management may not be able to identify</p>	Management has not exercised due care in ensuring that the appropriate access rights are given for all users.	Management should ensure that periodic reviews of user access rights assigned on IT systems are performed. Evidence of such reviews performed and subsequent actions taken should be retained.	User access rights will be reviewed at the end of January 2017 and thereafter at the end of each quarter. The results of this testing will be tabled at the ICT Steering Committee.	<p>Mr. M. Gumede</p> <p>Acting Executive Manager Support Services</p>	31 January 2017	Minutes of the IT Steering Committee		

	users who have been granted excessive access rights or access rights no longer required to perform the roles and responsibilities associated with their job functions. This could compromise the confidentiality, integrity and availability of data stored on the system.								
20. System upgrades are not approved formally	<p>Software upgrades to the Pastel and VIP systems are not filled into formal change request documents and are not approved by management.</p> <p>This will result in unauthorised upgrades being performed and additional unapproved expenses being incurred. Furthermore, there is a risk that upgrades may not be performed successfully which will</p>	Management does not exercise appropriate oversight to the duties and tasks performed by the IT department.	Management should formulate and implement an approved process to be used when system upgrades are performed. Management should also communicate with the IT department that software updates may only be performed when a formal change request document is filled in by them and signed by management.	A formal procedure manual for system upgrades will be documented, approved and implemented.	Mr. M. Gumede Acting Executive Manager Support Services	30 April 2017	Minutes of the IT Steering Committee		

	result in delays in work load that were not anticipated as management had not formally approved these software updates.								
21. Lack of established process for IT projects	The Municipality does not have an established process in place to outline the commitments of funds for these IT projects, spending, approval and amount spent to date. This will result in over-spending on IT projects as there is a lack of structure in monitoring the projects.	Lack of oversight by management in ensuring that the appropriate policies and procedures are in place for the IT department.	Management should formulate and implement a formally documented process for IT projects that include the manner in such the projects will be approved and the spending monitored.	The plan will be developed, approved and implemented.	Mr. M. Gumede Acting Executive Manager Support Services	30 June 2017	Minutes of the IT Steering Committee		
22. Inadequate Consequence Management by the	In terms of the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings Regulation 4(1), "A municipal council or board of directors of a	Management has not exercised due diligence in ensuring that the adequate consequence management	Management should implement the following: 1. Establish a disciplinary board that consists of 5 members who will be appointed on a part-time	A box for suspected illegal activities will be placed at the reception area and only the internal auditors will have	Mr. C. Mhlongo Acting MM	30 June 2017	Appointment letters for the members of the disciplinary board.		

<p>municipality</p>	<p>municipal entity must establish a disciplinary board to investigate allegations of financial misconduct in the municipality or municipal entity, and to monitor the institution of disciplinary proceedings against an alleged transgressor."</p> <p>Regulation 4(3) of the above-mentioned Act states, "A disciplinary board must consist of maximum five members appointed on a part-time basis by the council or board of directors for a period not exceeding three years, in accordance with a process as determined by the municipal council or board of directors."</p> <p>The Municipality has not established a disciplinary board that will investigate financial misconduct allegations and monitor disciplinary proceedings. Furthermore, the</p>	<p>structures are put in place.</p>	<p>basis for a period of three years or less;</p> <p>2. Implement a fraud or ethics hotline or similar mechanism to ensure that allegations of fraud or misconduct may be reported; and</p> <p>3. Adopt a fraud prevention plan.</p>	<p>access to this box. All cases reported will be followed up by the internal auditors and reported to the municipal manager or council. The Fraud Prevention Plan and the Whistle Blowing Policy will be implemented.</p>				
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	<p>municipality has not established and implemented a fraud or ethics hotline for the reporting of allegations. In addition to the above, the municipality has also failed to adopt a fraud prevention plan.</p> <p>The lack of the above structures not being implemented can result in allegations not brought to the municipality's attention in a timely manner. Furthermore, this will result in allegations of misconduct not being dealt with in a fair and transparent manner which can result in financial implications for the municipality in the future.</p>								
23. Invoice paid after 30 days of date of receipt	<p>In terms of section 65(2)(c) and (e) of the Municipal Finance Management Act of the Republic of South Africa,</p>	<p>Management did not put adequate controls in place to ensure that creditors are paid within 30 days.</p>	<p>Control tool must be developed to ensure that payments are made within 30 days on the receipts of the invoice, this should also</p>	<p>A procedure for handling of invoices will be developed and implemented as well as a tracking tool.</p>	<p>Mr S Majola</p> <p>Acting CFO</p>	<p>28 February 2017</p>	<p>A sample of creditor's reconciliation.</p> <p>Procedure manual</p>		

	2003 (Act No. 56 of 2003), the accounting officer must for the purpose of subsection (1) take all reasonable steps to ensure that the municipality has and maintains a system of internal control in respect of creditors and payments, and that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure		include creditor's reconciliations being prepared and monitored on a monthly basis to prevent any delayed payments.	Creditor's reconciliation will be prepared on a monthly basis and reviewed by a senior personal.			document for handling of creditors. A creditor's age analysis.		
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Table 5: AG Action Plan

6.13 SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • Efficient ward committee system through continuous training • Strong and continuous community engagement and participation during the IDP formulation process • Good relations with the community • Effective community engagement/consultation and participation via community meetings and ward committees • Good relations between Municipal officials and Councilors • Politically stable environment • Approved organogram • Regular training of staff and councilors • Functional ward committees • Functional risk management committee • Availability of risk register • Effective PMS system in place 	<ul style="list-style-type: none"> • Inadequate human resource capacity; • Lack of critical skills amongst local people; • Difficulty to retain and lure skilled people to work for the Municipality (as situated in rural area); • Records management system not effective; • Poor oversight role by Council structures; • Poor road conditions to reach community for communication and service delivery; • Perceived interference by councilors in the recruitment of staff; • Staff qualifications does not match their performance; • Too many staff vacancies; • Lack of cascading of information by Councilors to Ward Committees and communities • Non-sitting of Council committee meetings • Inability to attract qualified and experienced personnel; • Inability to involve public in the affairs of the municipality; • Ward committees politically influenced; • Ineffective monitoring and reporting by Public Participation; • Too many acting positions leading to overloading of work; • HR information not cascaded to HR Portfolio Committee; • Too many vacant positions of Ward Committee members; • Lack of proper programmes in the wards; • Lack of understanding of ward committee roles; • Lack of performance management for councilors; • Lack of staff capacity in Public Participation Unit
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • CDW's (available resource at local ward level) to assist with reporting; • Enhanced service delivery • Increase in participation by youth • Good relationship with Amakhosi; • Relatively stable political environment; • Opportunity to utilize internships with assistance by other departments; • Loyalty of staff 	<ul style="list-style-type: none"> • Possibility of riots due to manipulation and inadequate dissemination of information; • Lack of records management system may result to loss of important documents; • Poor service delivery due to inadequate funding; • Recruitment processes perceived as biased; • Uncoordinated loud hailing may result in riots; • Ineffective record keeping leading to non-compliance

Table 6: Swot Analysis - Corporate Services

SECTION G: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL ANALYSIS

7.1 ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

Economic Development was previously rendered through the Economic, Development and Planning Department. As a result of the recently adopted organogram, all functions pertaining to LED have been relocated to Community Services. Capacity constraints are still a lingering issue, more specifically, the absence of a dedicated Manager for LED. Nonetheless, the Municipality has prioritised all middle managerial positions for the 2017/18 financial year.

7.2 LOCAL ECONOMIC DEVELOPMENT

Local economic development (LED) offers local government, the private and non-profit sectors, and local communities the opportunity to work together to improve the local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. LED encompasses a range of disciplines including physical planning, economics and marketing. It also incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance.

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.

The practice of local economic development can be undertaken at different geographic scales. A local government pursues LED strategies for the benefit of its jurisdiction, and individual communities and areas within a local government's jurisdiction can also pursue LED strategies to improve their economic competitiveness. Such approaches are most successful if pursued in partnership with local government strategies. LED is thus about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes. Local communities respond to their LED needs in many ways, and a variety of approaches can be taken that include: Ensuring that the local investment climate is functional for local businesses;

- ✓ Supporting small and medium sized enterprises;
- ✓ Encouraging the formation of new enterprises;
- ✓ Investing in physical (hard) infrastructure;

- ✓ Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- ✓ Supporting the growth of particular clusters of businesses;
- ✓ Supporting informal and newly emerging businesses;
- ✓ Targeting certain disadvantaged groups

7.3 ECONOMIC OVERVIEW

Economic growth has stagnated in the area of Maphumulo, and unemployment is high at 49% (Stats SA, 2011). Out of the 49% that are unemployed 58% are youth. The number of youth that is unemployed is alarming and poses a great challenge for the municipality. If this category of the population does not secure employment, it is vulnerable to engagement in social evils such as drug abuse, crime, prostitution, alcoholism, etc. The municipality should engage itself in development projects that are likely to curb down unemployment and poverty.

A need for employment was the top priority of all wards. This provides significant challenges for the municipality. Significantly greater resources and creativity will need to focus on creating job opportunities and which will requires working hand in hand with the private sectors, government departments, universities and any other development partners that promotes local economic development.

7.4 MAPHUMULO LED STRATEGY

Council approved the LED Strategy during the 2016/17 financial year. The plan was outsourced and prepared by Ghabisa Planning and Investment. The strategy in brief outlines the municipal's vision to create a well-managed business sector, which addresses the needs of its citizens and stakeholders. It further wants to ensure businesses are effectively integrated into the economic, spatial and social development goals of the municipality.

As such, Local Economic Development is driven by the Municipality through its LED Strategy. The strategy focuses on creating an enabling environment to promote investment in the Municipal Area which will have a direct impact on the socio-economic status of the society. During the beginning of 2016/2017 financial year, the Economic Development and Planning unit of the municipality has embarked on a process of consolidating key economic development priorities as reflected in the Municipality's LED strategy, which primarily focuses on the following:

- Job creation;
- Agricultural (rural economic development) promotion;
- Town Development;
- SMMEs and Cooperatives development;

Although opportunities in the municipality are well defined through the LED strategy it should be noted that little progress has been achieved to date with regard to the implementation of the LED Strategy. The specific challenges that hampering the implementation of LED strategy are as follows:

Institutional Capacity: - there is a lack of capacity with the municipality to coordinate and providing appropriate guidance for the longer, sustainable implementation of LED. The net result of current approaches has been the establishment of individual projects with limited to poor institutional capacity for ensuring a continued focus on sustainable implementation and management of LED throughout the municipal area.

Lack of Funding – inadequate funding allocation to enable meaningful LED interventions.

7.5 TOURISM STRATEGY

Council approved the Tourism Strategy during the 2016/17 financial year. The plan was outsourced and prepared by Ghabisa Planning and Investment.. The imperative to diversify the municipality's economy away from agriculture is one of the major reasons why interventions to create an enabling environment for a competitive tourism sector are being undertaken by local government. This prescribed the need to for Maphumulo to identify the comparative advantages from a tourism perspective.

Tourism Development Strategy indicates that the Maphumulo is richly endowed with a unique and picturesque scenery, pleasant climatic conditions, interesting cross-cultural diversity, safe and hospitable environment etc. These can then be developed into niche brands to create a competitive tourism destinations. The identified comparative advantages include the natural attractions sites such as Kwa-Shushu Hot Springs, Itshe lika Ntunjambili and Sabuyaze Mountain. In addition Maphumulo has the world famous battlefields of Bhambatha Rebellion which can serve as a good attraction for the area.

7.3.1 KWASHUSHU HOT SPRING AND ITSHE LIKA NTUNJAMBILI

Priority for the 2017/18 financial year will be directed towards KwaShushu and Itshe lika Ntunjambili. At present, the access road for KwaShushu is under construction through the corridor development fund. In addition, a trust has been formed between; the municipality, tribal authority (iNkosi Bhengu) and a potential developer. The application site for the envisioned development has been cleared, fenced, a septic tank has been constructed and a water connection is available. Once the lease agreement has been finalised, an application will be submitted in terms of the PDA for the establishment of a holiday resort.



Figure 5: KwaShushu Hot Springs

In relation to Itshe lika Ntunjambili, a business plan will be submitted to Province for the upgrading and tarring of D1638. This has been discussed with the Councillor and reference is also made to the recently adopted Area based plan for Ntunjambili. In addition the business plan will also include the ring road D1637, which will be further discussed under the Infrastructure and Service Delivery KPA.



7.3.2 KWA NODUNGA

Located approximately 50km from KwaDukuza, KwaNodunga is bounded by the Otimati river on the eastern side, Tugela river in the north east and Mati river on the north western side.

Initially, the vision for the area was to develop the area to attract tourism for traditional experience. However, later studies have proposed a game park and lodge.

7.4 INFORMAL ECONOMY

Maphumulo Municipality acknowledges the relevance and contribution of the informal economy to the economic and social life of the town. Informal trading provides some income to those who are unemployed as well as providing an alternative to established traditional formal sector retail options. The primary aim is to develop the sector and its participants into a commercially viable and dynamic

economic sector, which contributes to the economic growth of the town and the quality of life of its citizens in a sustainable manner. Through the assistance from the Department of Economic Development and Tourism, a draft informal economic policy has been prepared which is still to be adopted by council.

7.5 THE DUBE TRADE PORT OPPORTUNITIES

The district is planning to investigate the opportunities that might emerge with the establishment of the Dube Trade Port and the King Shaka Airport. Maphumulo is also planning to do their investigation, taking into account the existing and proposed developments within the Maphumulo area. This includes the Maphumulo Town Development, Road link between Maphumulo and Ndwedwe and the identified tourism attractions.

Based on the preceding sections, it is evident that several pieces of legislation, strategies and policies exist addressing the issue of local economic development. LED involvement requires government intervention in the form of facilitation, support and funding. In Maphumulo, national government, the district and local municipality all have an important role to play in the successful implementation of local economic development initiatives. They establish principles and provide a framework for the formulation of localized economic development strategies. They create a range of opportunities for funding, institutional development and initiatives for economic growth and development in Maphumulo.

7.6. COMMERCIAL ACTIVITY

Limited commercial activities in Maphumulo exist in the form of general dealers, liquor stores and other small businesses in the small centre of Maphumulo town. Consequently, significant economic leakage to major centres such as KwaDukuza and Durban occurs as daily commodities are usually bought in surrounding towns. Local business people and small scale entrepreneurs find it difficult to trade in an environment which does not provide adequate facilities and have indicated their support for the development of such a facility. There is no formal industrial development in the municipality; some of the sugar mills and industrial areas that attract the migrant workers are within the KwaDukuza and Mandeni Local Municipalities. Industrial development potential has been identified for industrial development in Ward 10 although feasibility studies still need to be undertaken to determine the suitability of this area for such a purpose.

The Spar and Build-it complex is the dominant retail node in Maphumulo Town. It is located to the south of the town in close proximity to the Magistrates Court and the prison. Building plans have been submitted to extend the existing building to include "Tops" and increase the number of litres for the existing petrol filling station. A sound relationship has also been established with Spar management in preparation of the master plan which is envisioned to increase the entire nett area and attract additional retail outlets ranging from fast foods to clothing companies.

The Thusong business centre is an additional retail facility which has proved to be one of the most successful in KwaZulu Natal. This centre provides a distinctive approach to the traditional concept of Thusong centres. In Maphumulo, the centre provides retail accommodation to over 11 privately owned businesses.

Lastly, business confidence appears to be rising in the rural context. The municipality is in discussion with potential developers for a commercial centre within the town.

7.7. GOVERNMENT SECTOR

The concentration of government facilities are fundamental to the general economy of the Municipal area. At present, there are ten government offices located in the town of Maphumulo which employ an estimated 345 people, these include;

- Maphumulo Municipality
- South African Police (SAPS)
- Department of Correctional Services
- Department of Justice
- Department of Social Development
- Department of public Works
- Department of Education
- Department of Agriculture
- Thusong centre
- Department of Arts and Culture
- Department of Health

7.8. SMALL MEDIUM AND MICRO ENTERPRISES (SMMEs)

The importance of the informal sector cannot be understated. National government has prioritized entrepreneurship and the advancement of Small Medium Micro-sized Enterprises (SMME's) as the catalyst to achieving economic growth and development. With the assistance of government The Department of Trade and Industry (DTI) takes lead in implementing SMME related policies to ensure that adequate financial and non-financial assistance is provided to the sector, for its long-term prosperity and that of the country as a whole. Other government entities and institutions that work hand-in-hand with the DTI include but not limited to the following:

- Small Enterprise Development Agency (SEDA)
- South African Bureau of Standards (SABS)

Small Medium and Micro Enterprises are proven to be a serious contributor to employment creation. One of the municipal's objectives is to build and expand the small business sector, creating a better supportive environment through provincial and municipal spheres of government. In accordance to national and provincial government intervention to support the SMMEs, the municipality has adopted its SCM policy that seek to adhere to local procurement requirements in ensuring that at least 30% of all government procurement goes to small businesses. The municipality undertook to expedite and expand an incubation programme for small businesses, and do its best to reduce prevailing "red tape" for small business and their access to funding through soft loans and grants.

As a way of context, the following table highlights various sectors and associated opportunities for SMMEs:

CLASSIFICATION IN TERMS OF THE NATIONAL SMALL BUSINESS ACT		EXAMPLE OF SMMEs IN MAPHUMULO
Agriculture		Subsistence farmers Sugar cane growers
Manufacturing		Wonder-bag makers, general sewing and clothing makers, block makers, Craft (bead) makers, welders, Shoe repairs woodworkers
Electricity, Gas and Water		DSTV installer, informally operating electricians, , plumbers, repair welders
Catering and other Trade		Caterers, Taverns, carwash
Transport,		Taxis operators, bush car machenics
Community, Social and Personal Services		Cleaning services, Traditional healers, saloon, Doctors, Landlords, funeral polour
Construction		Small scale cooperatives and community groups undertaking road repairs Painters, tillers and plasterers, glazers, Builders, Block makers
Retail and Repair Services		Perishable food sellers, Second hand /promotional clothes dealers, Fruit sellers Spaza shop owners, Mr. Phone dealers, Muthi traders, Vegetable sellers, Meat/ Mielie cookers, and traders

Challenges facing SMMEs

The following table highlights the challenges faced by the SMME's at Maphumulo:

Infrastructure Issues	Institution Issues	Economic Issues
<ul style="list-style-type: none"> Transport infrastructure needs to be improved or developed, Current roads and the sewerage system need to be improved, 	<ul style="list-style-type: none"> Limited skilled workers, Difficult and limited access to formal finance and banking institutions, Decline of mutual trust and synergies between municipal officials and business operators 	<ul style="list-style-type: none"> Petrol price increases. Competition, Poor service delivery from municipality Poor marketing of the area, High crime rate

7.9 AGRICULTURE

Maphumulo Municipality is primary agricultural based on a large scale of sugar cane production and intensive farming opportunities. However, agriculture opportunities in Maphumulo is threatened by limited market options and capacity constraints around labour and skills. To augment the National Development Plan-2030 Vision and the New Growth path which are the main government policies that seeks to ensure the creation of employment for all, the Council has taken a principal decision to adopt strategies that seeks to support small farmers by prioritising local producers in government purchases and selling initiatives using Farmers Production Support Units as our special vehicle. To achieve this the municipality will work together with the communities, national provincial governments to ensure that agricultural development succeeds and contributes to real economic development of the communities.

Majority of land at Maphumulo is under Ingonyama Trust Board and most of this land is not suitable for extensive agriculture due to poor soil and topography but agricultural projects such as the intensive farming initiatives and hydroponics, as well as community gardens or piggeries and poultry farms, can be encouraged in these areas. However, Strategic infrastructure is vital in these cases. Rural areas require irrigation infrastructure as well as ease of access to the strategically important Dube Trade-port and economic centres such as KwaDukuza and Durban. Special emphasis should be placed on value adding. Once fresh produce is produced, there will be opportunities for manufacturers. Entrepreneurial training, access to market information and regulation that makes it easier to enter the industry will be essential if these opportunities are going to be taken up.

Tried and tested agricultural productions:

- National Schools Nutrition Programme** – the program established an institutional market that ensures that farmers and co-operatives have an established market for their product and local residents have a source of income with resultant reduction in poverty and increased job creation – with benefits for children's

growth and concentration. According to Enterprise iLembe Economic Development Agency there are about 5 Cooperatives that were financially assisted to run this program. Over 100 hectares of new vegetables of farms have been developed by 14 cooperatives creating 250 new jobs. This is a big contribution to jobs opportunities, poverty alleviations and reduction of inequality within Maphumulo Municipality.

- **Vineyard and winery project** – Since 2010 three vineyards have been successfully planted, harvested and processed in a co-operative winery in Ballito. The crop is still relatively young and the wine quality has not matured yet. This serves to diversify the agricultural production and processing. According to Enterprise iLembe Economic Development Agency, this program has created 15 job opportunities.

7.10 AGRI-PARK

The municipality has adopted a principal position to embrace the Government's strategy to establish Agri-parks in all of South Africa's District Municipalities that will kick start the Rural Economic Transformation by supporting the establishment of the Farmers Production Support Units (FPSU) within Maphumulo Municipality. The FPSU is aiming to support the development of the Agri-sector and ensure job creation from increased agricultural activity the establishment of agricultural centre that provides the following:

- Agricultural production support unit, in terms of quality, quantity and timeous deployment of inputs;
- Extension support and training;
- Mechanization support (tractor driving, ploughing, spraying, harvesting, etc.
- Servicing workshop facilities;
- Local logistic supports which could entail delivering of inputs, transporting post-harvest; transporting local markets;
- Primary produce collections;
- Weighing production and stocks

7.11 MAPHUMULO BIO DIESEL PROJECT

A biodiesel facility has been proposed in the Nombokojwana and Nothweni mountain area which is located with close proximity to the Mkhonto Traditional council and adjacent to the existing agricultural hubs. There are numerous legislative requirements which the proposed project will need to comply with prior to commencement. These include the Environmental Impact Assessment (EIA) followed in compliance with the National Environmental Management Act: NEMA, 1998 (Act No. 107 of 1998).

The proposed development involves "listed activities as defined by NEMA, 1998. At present environmental studies are being conducted.



Figure 6: Maphumulo Bio-Diesel

7.12 INTEGRATED ENERGY CENTRE

The establishment of the Integrated Energy Centre project in Glendale Valley, located in ward 7 will be funded by Engen Petroleum. The project is aimed at providing a far greater level of energy use through the utilisation of energy efficiency and renewable energy.

The energy centre will provide outcomes that will be valuable for future urban growth planning and identify areas for potential opportunities for District energy and other progressive energy management initiatives and policies.

In accordance to the business plan, a total number of 13 permanent jobs will be created through the establishment of the centre. This number may appear minimum, however, it must be noted that a huge number of entrepreneurs will be developed under the primary co-operatives initiatives.

7.13 INFORMATION COMMUNICATION AND TECHNOLOGY

Enterprise Ilembe has launched a broadband project using access to undersea fibre optic cabling to provide fast internet to inland areas in Maphumulo and Ndwedwe. The relative cost-benefits of cabling vs satellite technology will be investigated together with the KZN DEDT who has responsibility for rolling out ICT infrastructure in the districts. The benefits are potentially huge, with opportunities to build ICT hubs in Maphumulo area which will give the students access to the internet for, among other things, job searching purposes and provision of IT training opportunities.

Wards 1 and 2 have projects commonly known as “Jikijela” initiated through the Agri-Park program from the Department of Rural Development and Land Reform. The project comprises of 6 agricultural gardens runs by 6 Co-operatives and have yielded 138 beneficiaries.

7.14 TUNNEL FARMING IN WARD 9

Maphumulo Municipality is in a process of establishing a hydroponic tunnel farming project envisioned to produce high quality fresh produce intended for both; local and national markets.

Eskom has energised the projects and construction progress is 95%. Expression of interest has been shown for a joint venture with a strategic partner.

7.15 CO-OPERATIVES

National and provincial government promote cooperatives as a type of business entity and a means to get informal economic actors involved in and benefitting from the formal economy. As a response to national and provincial's imperatives Maphumulo Municipality have supported the following cooperatives:

The following Cooperatives were also assisted for compiling and submitting business plans to potential funders:

- Business Plan for Siyazama Projects and Services (PTY) LTD was submitted to Small Enterprise Finance Agency (SEFA) Embassy building in Durban to assist with a business loans
- Business Plan for Fisokuhle Farming and Trading was submitted to SEDA for business loan
- Business Plan for Maphumulo Bricks and Blocks Cooperative LTD was submitted to the Department of Economic Development and Tourism in KwaDukuza.
- Business Plan for Eyasemphise Sentries Primary Cooperative - cleaning cooperative
- Business Plan for Siyachuma Coop – Bricks/ blocks making project

The following cooperatives were assisted with business inputs by the municipality

- Sodlabehleka Coop, Eggs Production project
- Siyachuma Coop, Blocks & Vegetables production project
- Mveloenhle Coop, Blocks & Vegetables production project

Cooperatives requiring financial assistance:

PROJECT NAME	WARD	DESCRIPTION	SECTOR SERVICE
Yahweh-shamah Women Coop	09	Agricultural projects producing diversified produce for household consumption and for the market.	Agriculture
Kusambulankungwana Coop	11	Agricultural projects producing diversified produce for household consumption and for the market.	Agriculture

7.16 JOB CREATION

The municipality embraces the EPWP. Currently, some members of the community within the municipal area are benefitting from this programme and approximately ±110 people have been employed in this programme for the past two years. The municipality in the new organogram has proposed a post for Extended Public Works Programme (EPWP) Data Capture in order to improve reporting on employment creation, which will aid the municipality to receive more incentive grants.

PROGRAMME	NUMBER OF JOBS CREATED
EPWP	55
CWP	1100
TAXI RANK	40
MAPHUMULO TOWN URBAN DESIGN	25
KWASHUSHU ROAD	43
Agriparks	138
TOTAL	1401

Table 7: Job Creation

7.17 PRIORITY PROJECTS

The table below presents the top three prioritized projects within each of the industry categories:

PRIORITY AREA	DESCRIPTION
Agriculture	Prioritize local producers in government purchases and selling initiatives (in order to support family-agriculture and local livelihoods)
	Make agriculture accessible to all sectors of the population to bring more people into the agricultural community
	Support and promote existing household and neighbourhood scale agriculture
	Facilitate micro – agri-business start- up incubation initiatives
Manufacturing	Coordinate and facilitate the development of BATA as manufacturing industry
	Stimulate Bakery manufacturing projects as part of poverty eradication strategy
Commercial	Promote local business opportunities, from informal traders to SMME's and locally owned businesses
	Increasing the range of economic activities supported in the area
	Implement investment promotion strategy

Construction	Creating favorable investment environment for investors looking to invest in in the municipality (increasing efficiency of development application approvals)
	Facilitating increased access to formal and especially middle income and low income/social housing markets for black entrepreneurs
	Provide space for SMMEs and Informal Traders
Tourism	Facilitate the finalization of feasibility study for KwaShushu Hot springs.
	Identify and promote tourism attraction sites along R74 Road
	Facilitate the fencing of Itshe likaNtunjambili

7.18 LAND OWNERSHIP

7.19 POLICY AND REGULATORY ENVIRONMENT

POLICY	STATUS
LED Strategy	Adopted in 2016/17
Tourism Strategy	Adopted in 2016/17
Informal Economy Policy	Reviewed. Subject to Council adoption.
Investment and Retention Policy	Not in place. Will be prepared in the 2017/18 financial year
Data base for SMME's	<p>In place. Prepared in house and updated on a monthly basis. The municipality has registered 2063 businesses. These range in the following sectors;</p> <ul style="list-style-type: none"> - Hiring Services; - Professional Services; - Contractor and Related Services; - General; - Printing and Design; - Motor Vehicles; - Landscaping and Gardening; - Distribution; - Building Construction and Renovation; - Catering; - Hygiene , Cleaning and Sanitation - Information Communication Technology; - Courier and Delivery Services; and - Security
Data base for Co-operatives	<p>In place. Prepared in house and updated on a monthly basis. The municipality has registered 175 Co-operatives. These range in the following sectors;</p> <ul style="list-style-type: none"> - Crop production - Poultry production - Art and craft - Block making - Sewing - Forestry
Data base for Informal Traders	In place. Prepared in house and updated on a monthly basis. The municipality has registered 104 informal businesses.
Land Ownership data base	In place. Database is kept and updated by the GIS department.
Poverty Eradication Master Plan	
Municipal Safety plan	Not in place. Will be prepared in the 2017/18 financial year.

7.20 SOCIAL SERVICES

7.20.1 HEALTH

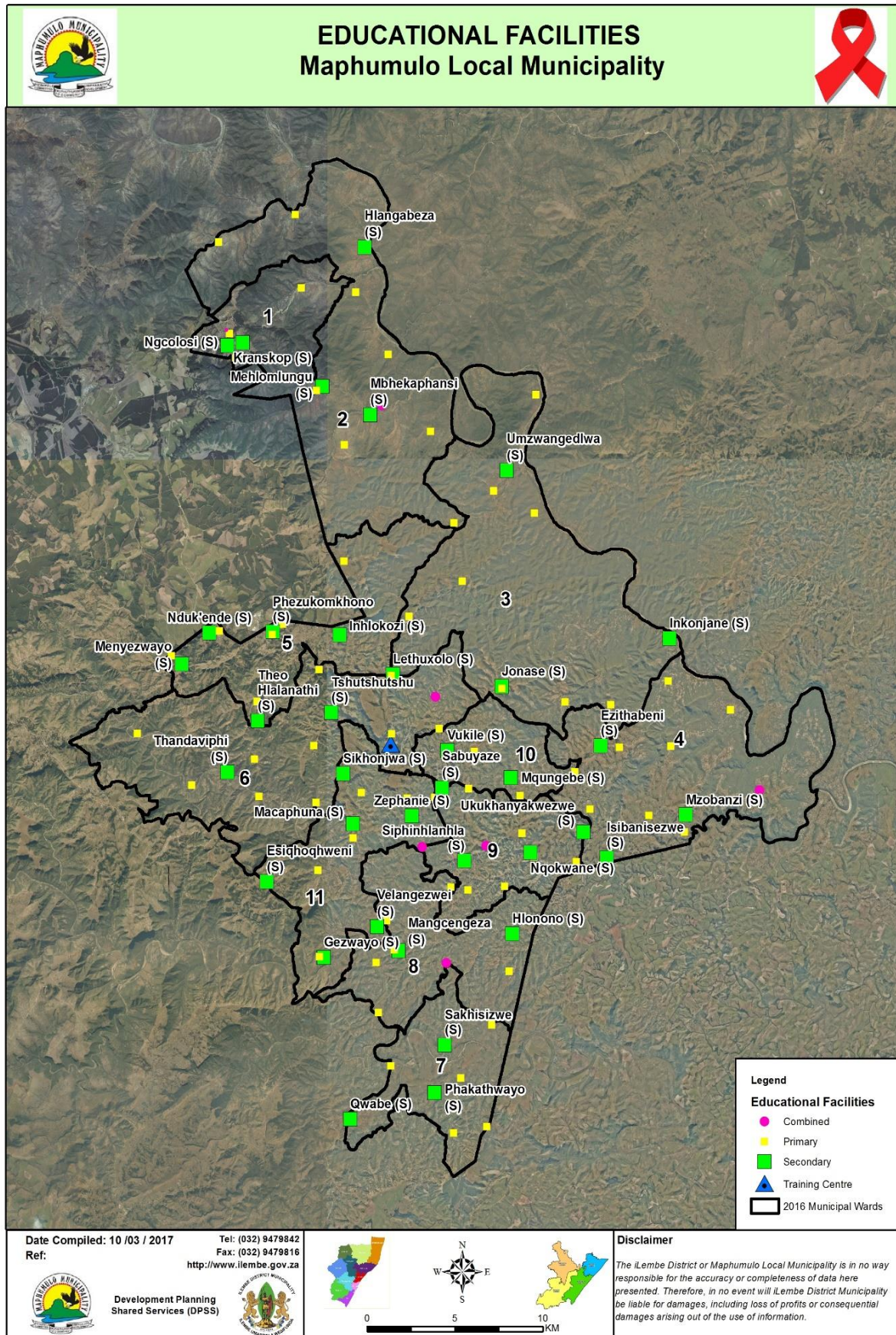
Provision of health care facilities and services has been a major challenge but the municipality together with the Department of Health have worked hard to reverse this situation. Following from achievements that have been made thus far; there are two (2) Primary Health Care clinics and Anti-Retroviral Treatment centre (ART) in the municipal area and 4 Clinics upgraded by addition of Voluntary Counselling and Testing (VCT) rooms. According to Community Survey 2016, the Maphumulo municipality has 2 hospitals located in Mphumulo and Ntunjambili area, 09 clinics and 03 mobile bases.

To improve access to health facilities within the area, the Department of Health has as assessed the list of applications for the construction of health facilities in strategic locations within the municipality, some of which are currently being implemented.

7.20.2 EDUCATION FACILITIES

According to the information received from the Department of Education's Maphumulo District Office, the Maphumulo municipality has 07 combined schools 80 primary schools, 39 secondary schools and 40 ABET centres, 1 library.

Schools in Maphumulo are dispersed and are often difficult to access due to the rugged terrain, poor roads and dangerous river courses. There are no tertiary education facilities in the municipality, which is reflected by the low proportion of the population with tertiary qualification. These low levels of education are a major constraint for future development, as there are limited employment opportunities in the municipality.



Map 18: Educational facilities

7.20.3 SAFETY AND SECURITY

The existing police station is Maphumulo SAPS situated in Maphumulo town. This police station has large areas to service and access to remote areas is difficult. Remote rural and traditional areas of the eleven Traditional Authorities are particularly difficult to service in this regard. The SAPS has indicated that they would provide police services to these areas from satellite stations in the appropriate localities. From these satellites they would facilitate community policing efforts in the area to build security. In line with the Domestic Violence Act 1998, and in collaboration with the SAPS and Department of Health, the municipality has established a Domestic Violence Forum. The main purpose of the Forum is to ensure that the relevant organs of state give full effect to the provisions of the Act and to convey that the state is committed to the elimination of domestic violence.

7.20.4 CEMETERIES

The Maphumulo Municipality does not have a formal cemetery within its area of jurisdiction. Burials in the rural areas occur mainly through traditional methods and no formal cemetery system is available. The community of Maphumulo has identified the need for cemeteries, especially in Maphumulo town. ILembe District Municipality is responsible for the Cemeteries and Crematoria function, and had commissioned a study for the area which raised possibilities of establishing at least one regional cemetery in each of the Local Municipalities. The study also recommended for an investigation for the merit in establishing smaller individual sites close to areas with high population densities, rather than one large regional site per Local Municipality.

7.20.5 LIBRARIES

The municipal library is completed and handover to the Department of Arts and Culture has taken place

7.20.6 TAXI RANK

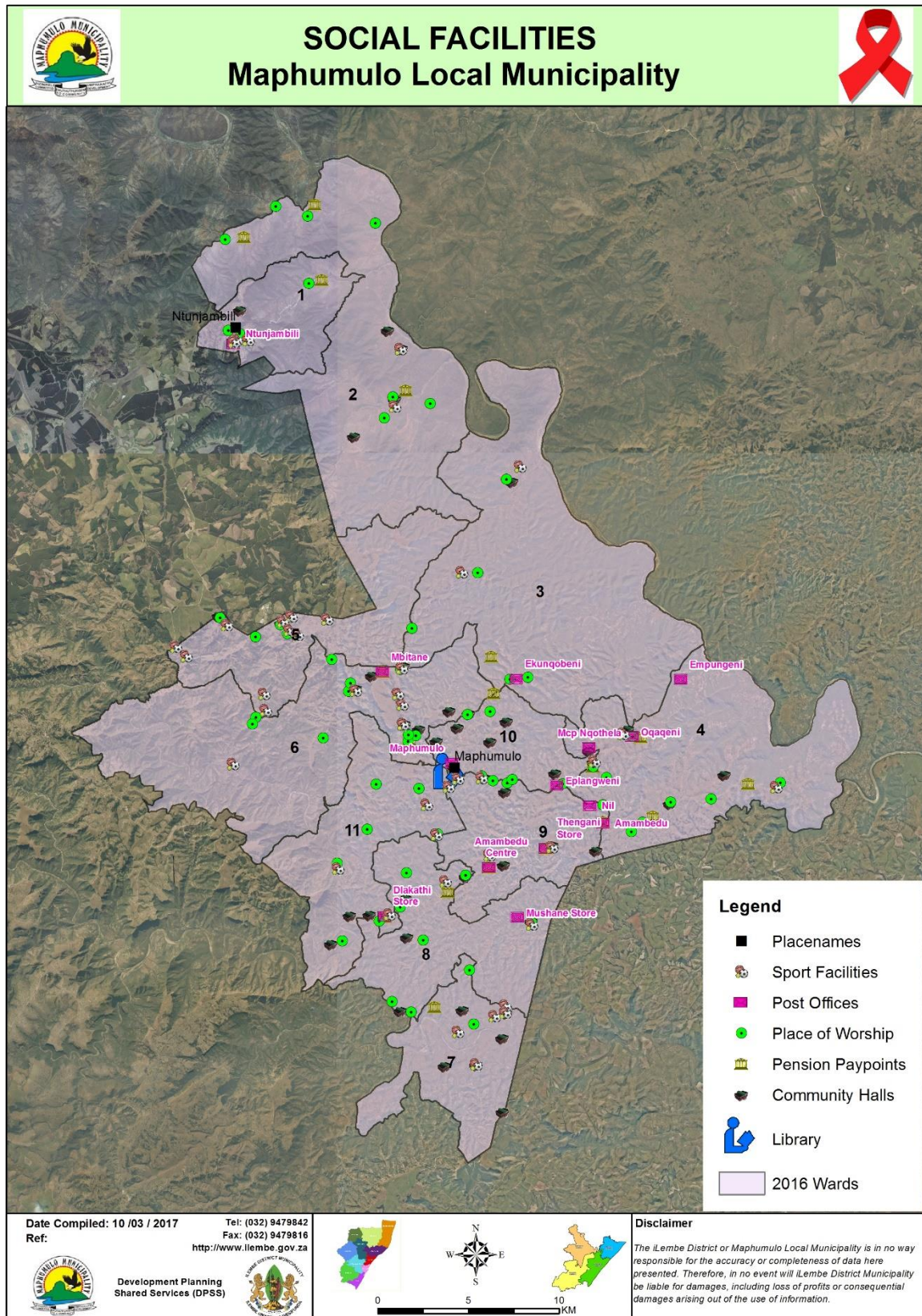
The relocation of the existing taxi rank is complete. Hand over is envisioned to take place in July 2017.

7.20.7 COMMUNITY FACILITIES

The demand for local sports and recreation facilities and services is very high in the area, which is compounded by the challenges in mobility that are created by the poor condition of roads and the inadequacy of public transport services within the area. Most wards identified sports and recreation facilities as priorities within their area, the municipality together with other relevant agencies will locate these facilities in a manner that seeks to promote social cohesion and spatial integration in accordance with the spatial development framework.

The much anticipated community hall within the town Centre has been completed. A further 2 halls will be built in ward 8 and ward 9 respectively and construction towards the Emnyameni Sports complex is in progress.

7.20.8 SOCIAL PROGRAMMES



Map 19: Social facilities

7.21 PROJECT MATRIX

No.	NAME OF PROJECT	WARD	BUDGET			RESPONSIBLE	DESIRED OUTCOME
			Internal	External	Total		
1.	Town Development	10	R1 300 000	R14 300 000	R15 300 000	Maphumulo & COGTA	Stimulate sectors that promote economic growth & sustainable job creation
2.	Maphumulo Integrated Energy Centre	07	R700 000	R14 000 000	R14 700 000	Maphumulo & Engine Petroleum	Various source of energy and sustainable job creation
3.	Support Bakeries	6 & 11	R200 000	R1 150 000	R1 350 000	Maphumulo & Transnet	Sustainable Livelihood strong economic growth
4.	Support Tourism development	01	R150 000		R150 000	Maphumulo	Strong economic growth
5.	Support Agriculture Development	All	R200 000		R200 000	Maphumulo	Sustainable Livelihood
6.	Abalimi Agricultural Cooperative	09		R250 000	R250 000	DSBD & Yahweh-shamah Women Coop	Sustainable Livelihood
7.	EPWP	ALL	R89 000	R1 529 000	R1 618 000	DPW	Reduced unemployment rate
TOTAL			R2 639 000	R31 229 000	R33 868 000		

7.22 SWOT ANALYSIS FOR LED AND SOCIAL DEVELOPMENT

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • Proximity to major hubs • Strategies are in place to inform Policies and implementation in economic development • Historical and cultural sites • Various government sectors in Maphumulo town • Vacant land for development • Tourism Development Strategy 	<ul style="list-style-type: none"> ▪ Low level of employment opportunities ▪ Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered ▪ Impediments to SMME development in Maphumulo Municipality include low levels of education and productive skills of access to finance, inadequate infrastructure, lack in effective demand and communication ▪ Lack of Agricultural Development Plan. ▪ Limited commercial development ▪ Limited development budget ▪ Capacity and skill amongst staff to enhance excellent performance.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • R74 Provincial Road • Young energetic human capital • Tourism attractive • Strong agricultural base and potential to developing agriculture to new high value product • Desire for development • Existence of a strong Cooperatives • Available of agricultural land 	<ul style="list-style-type: none"> • Climate Change • High HIV and AIDS prevalence • Environmental degradation • Topography

Table 8: Swot Analysis - LED and Social Development

SECTION H: SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

8.1 TECHNICAL SERVICES DEPARTMENT

The Department of Technical Services is responsible for the development, improvement and maintenance of municipal infrastructure. Managers for Technical and Human Settlements have been filled, however, the position of Director: Technical Services has recently become vacant.

8.2 ENGINEERING SERVICES

The provision of infrastructure and essential services such as sanitation, water, electricity, telecommunication and transport is a representation of an improved welfare, economic growth, productivity of people and quality of life. When Maphumulo Municipality provides decent infrastructure and services it is actually creating economic opportunities to its residents. Likewise, the non-provision of the same is undermining economic opportunities for the municipal area, which is cornerstone to improved living standards of its community. Therefore, infrastructure plays a dual role, namely an improvement in economic activities and living standard.

8.3 PROJECT MANAGEMENT UNIT (PMU)

The entire approach of MIG is focused on improving the capacity, efficiency, effectiveness, sustainability and accountability of local government. Whilst national and provincial government are responsible for creating enabling policies, financial and institutional environment for MIG the programme, municipalities are responsible for planning municipal infrastructure and for using MIG to deliver the infrastructure. This can be seen in the MIG policy framework that encourages moving the responsibility for municipal infrastructure development to the lowest possible level.

In April 2017, the Municipality submitted a Business Plan to effectively and efficiently introduce the **Project Management Unit** to manage MIG allocated projects. Specifically in alignment with all principles and objectives underpinning the design of the programme as contained in the MIG Policy Framework.

Maphumulo Municipality confirms that the establishment process as well as the operational outcomes of the Project Management Unit will:

- Acknowledge and adhere to all aspects contained within this business plan including all principles, objectives, sector conditions and outcomes contained within the MIG Guideline document and the MIG Policy Framework document.
- Ensure adherence to the Labour Intensive objectives as detailed in the Expanded Public Works Framework document and the Code of Good Practice for special Public Works 25/01/2002

- Ensure municipal and regional integration of the MIG Programme and other non-MIG funded programmes within the framework of the municipality's pre-existing Integrated Development Plan.
- Ensure the alignment of the approaches and processes of existing infrastructure programmes to those of MIG.

8.3.1 ALLOCATION AND COMMITMENT SUMMARY

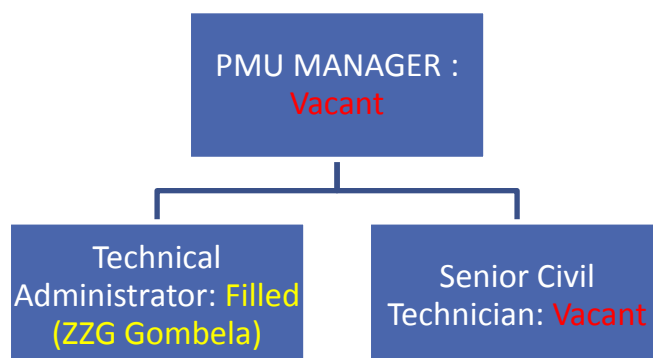
Financial Year	2016/17	2017/18	2018/19
Total MIG Allocation	21,301,000.00	22,768,000.00	23,869,000.00
Total Committed	20,236,000.00	21,629,600.00	22,675,550.00
PMU	1,065,000.00	1,138,400.00	1,193,450.00
Total Variance	0.00	0.00	0.00

8.3.2 SCOPE OF WORK

In keeping with the MIG principles, the crosscutting conditions and the sector specific conditions stated above – the PMU will be responsible for the following key functions and outputs at an operational level:

- Financial management
- Project identification/feasibility process
- Contract Administration
- Programme/Project Management
- Monitoring database
- Project monitoring and evaluation
- Operation and Maintenance
- Geographic Information Systems
- Community liaison/development

8.3.3 PMU STRUCTURE

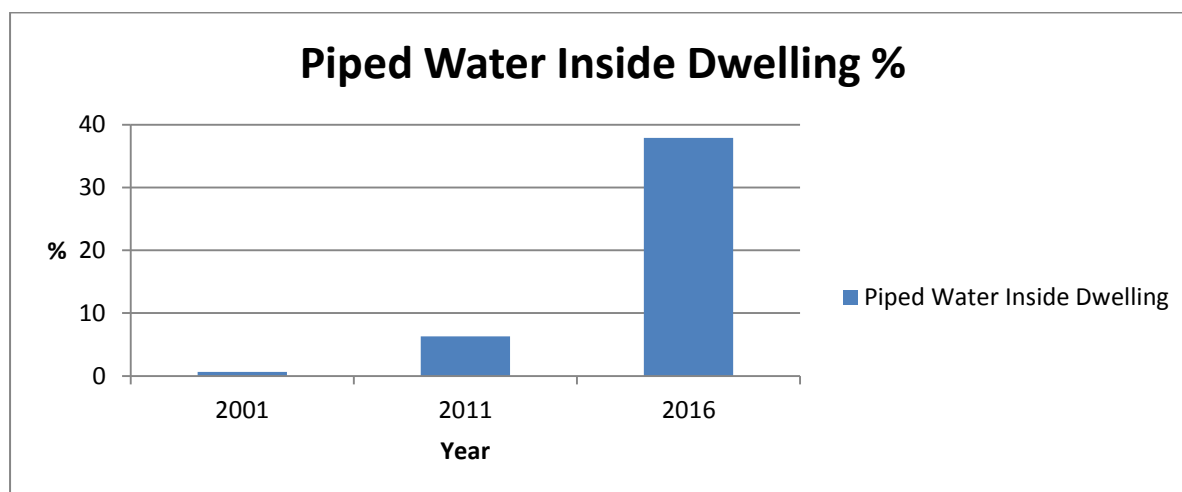


8.4 WATER AND SANITATION

iLembe District Municipality performs the function of Water Services Authority for all the local municipalities. They are responsible for the provision of both water and sanitation.

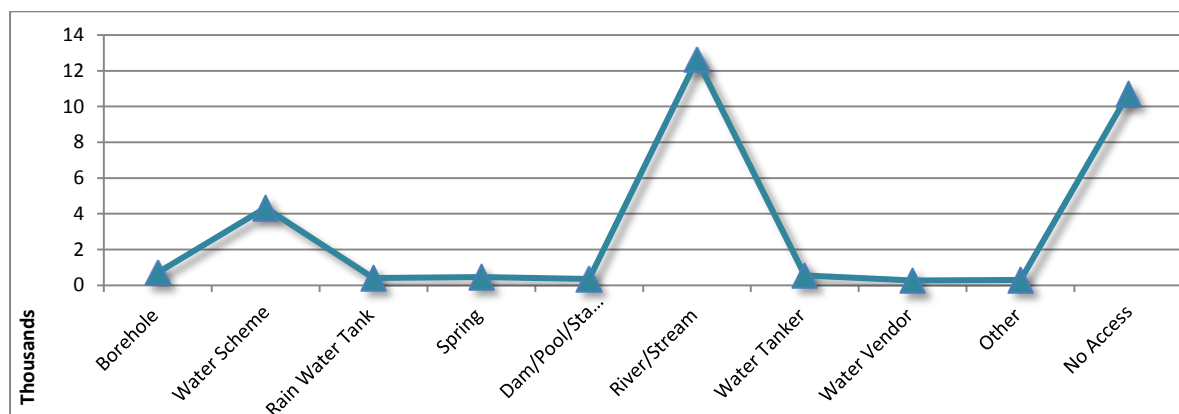
8.4.1 WATER BACKLOGS

The population in Maphumulo is still facing hardships in access to piped water. By 2011, only 6.3% of the population in the municipal area had piped water inside their dwellings which was a strong improvement compared to 2001 (0.64%). The municipality still faces water backlogs challenge. However, lack of access to piped water may lead to the community sourcing for other unhealthy and untreated alternative sources such as streams, rivers and wells. These sources of water are vulnerable to contamination that can cause serious waterborne outbreak to the society.



Graph 11: Piped Water inside Dwelling

The total number of households in Maphumulo as per the Community Survey is 20524. Figures provided by the Community Survey 2016 indicate that piped water inside dwelling has increased to 37.9% compared to 0.64 in 2001 and 6.3% in 2011. The figure below illustrates the levels of access to water for the in the municipal area;

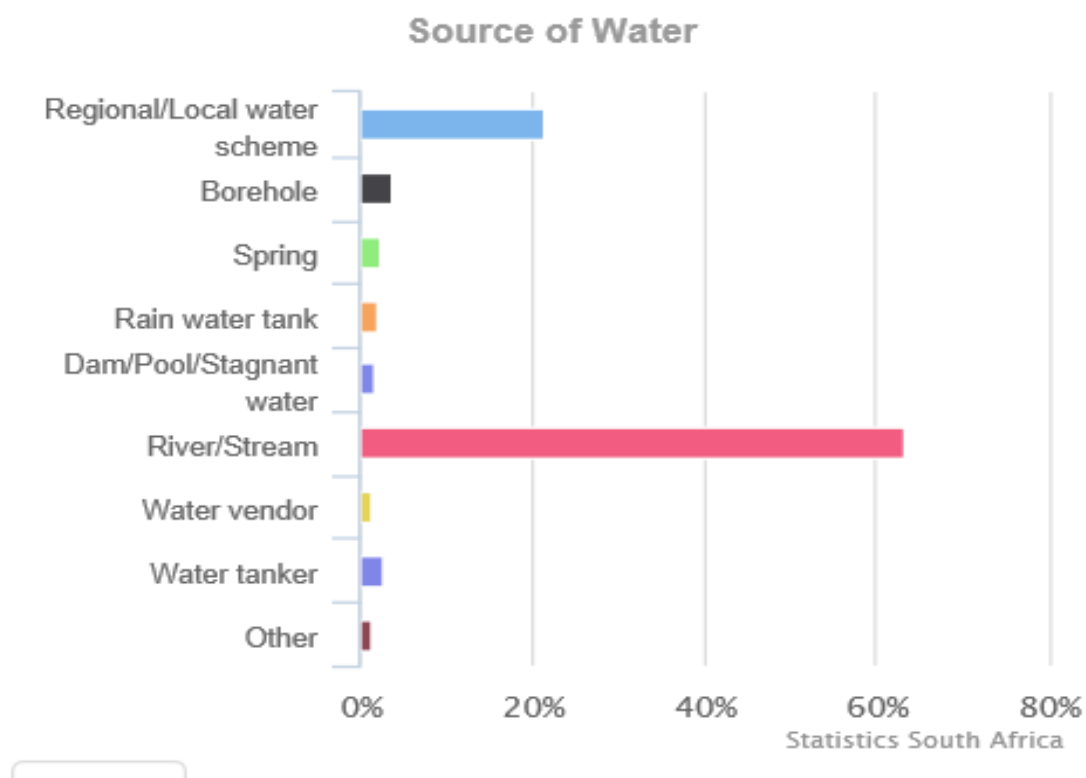


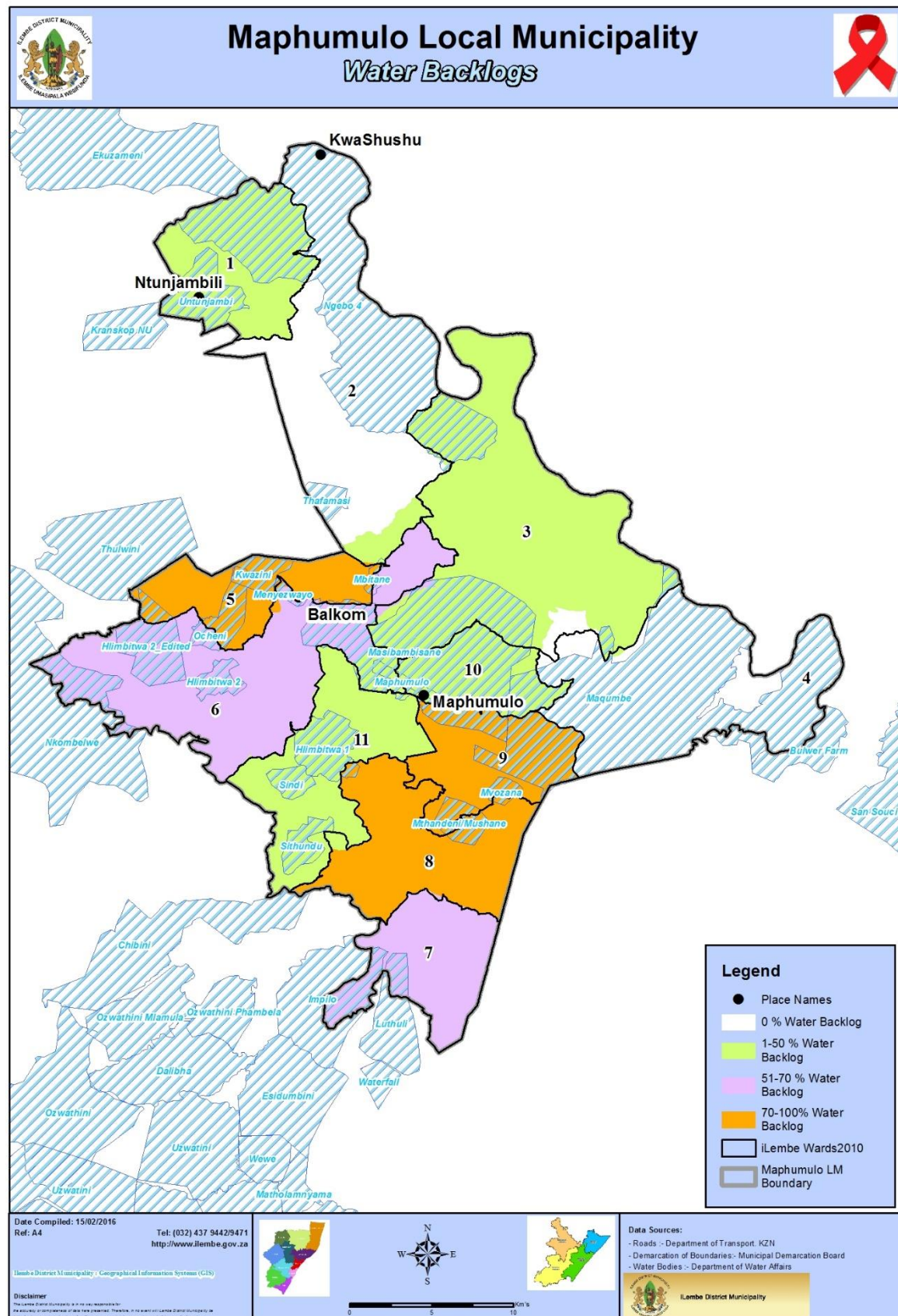
WATER SOURCE

Borehole	714
Water Scheme	4323
Rain Water Tank	410
Spring	451
Dam/Pool/Stagnant	347
River/Stream	12635
Water Tanker	538
Water Vendor	265
Other	290
No Access	10706

Graph 12: Water Source

Water provision remains to be the biggest infrastructural challenge in the municipal area, noting 12635 people received water from streams, 10706 have no access with only 4323 households receiving water from a “formal” water scheme.

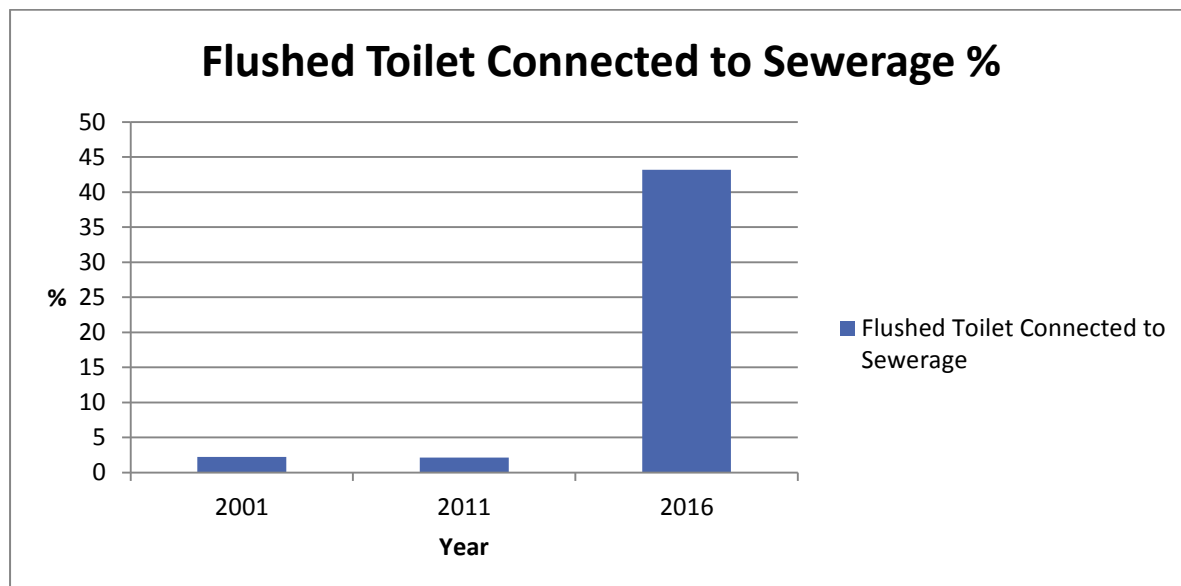




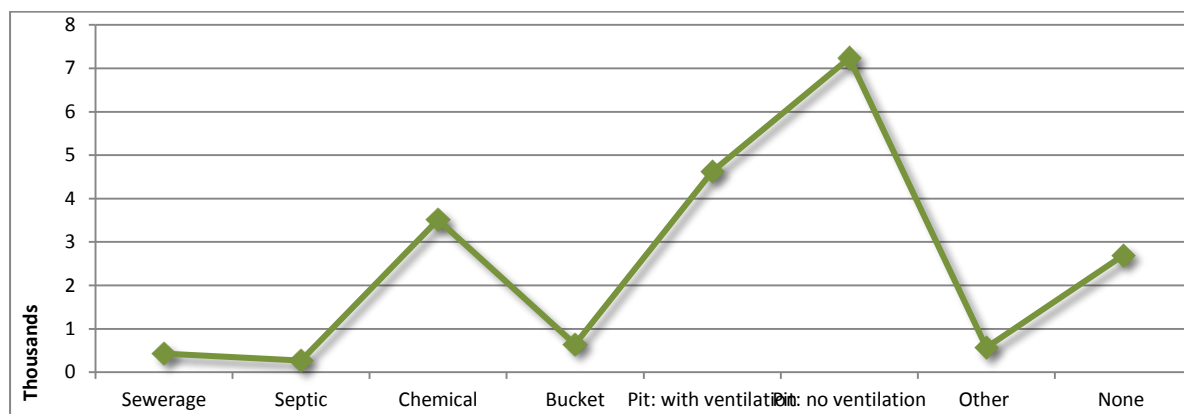
Map 20: Water backlogs

8.4.2 SANITATION BACKLOGS

The Community Survey of 2016 highlighted that 37, 9% of households have access to flushed toilets connected to sewerage system. Only 2.16 % of the Maphumulo flush toilets were connected to sewerage in 2011 which is far below than the district, provincial and national average that were 22.5%, 40.4% and 57% respectively in the same year (i.e. 2011). This means that majority of the households in the municipal area use latrine and other insanitary types of toilets which are prone to contaminate water sources in the area.



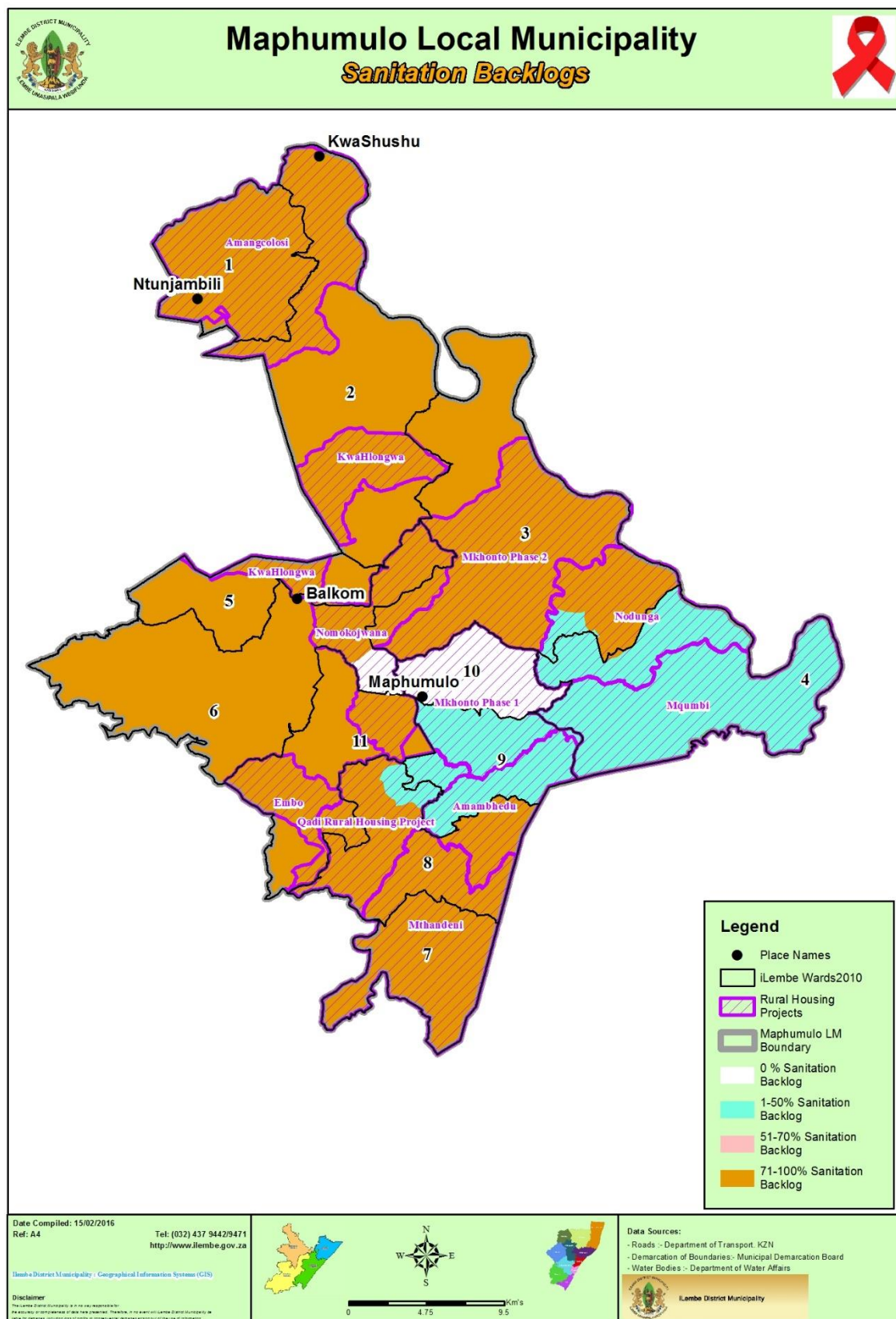
Graph 12: Flush Toilet Connected to Sewerage



SANITATION

Sewerage	432
Septic	268
Chemical	3511
Bucket	642
Pit: with ventilation	4627
Pit: no ventilation	7237
Other	569
None	2690

Graph 13: Sanitation Source



Map 21: Sanitation backlogs

8.4.3 WATER AND SANITATION PROJECTS BY ILEMBE DISTRICT

a) Balcom/Kwasizabantu Sub-Regional Water Scheme

The Balcom/Kwasizabantu Sub-Regional Water Supply Scheme falls within Maphumulo Local Municipality of iLembe DM area. The water scheme will cover wards 3, 5 and 6 of Maphumulo Local Municipality with portable water supply to a basic level of service.

The scheme is an extension of the Maphumulo/KwaDukuza Sub-Regional Water Scheme and is extended to cover the areas of Balcom and Kwasizabantu with water supply. The source of water is the Imvutshane River where a dam and purification will be constructed and water pumped to a number of storage reservoirs. The Water Supply Scheme will serve approximately 3,532 households (28,256 people) in Balcom and Kwasizabantu areas. The scheme also makes provision for the adjacent Morongo area in Ward 3. The scheme is estimated to cost R 168,242,758 and will be implemented in phases until 2014/2015 financial year and will be fully funded by iLembe District Municipality.

b) Imvutshane Dam

The Imvutshane Dam was constructed as part of the Maphumulo/KwaDukuza Sub Regional Water Scheme. The scheme is co funded by iLembe District Municipality and Umgeni Water, where Umgeni Water will focus on the implementation of the bulk system (including the dam) and iLembe District Municipality will focus on the reticulation networks up to the standpipes.

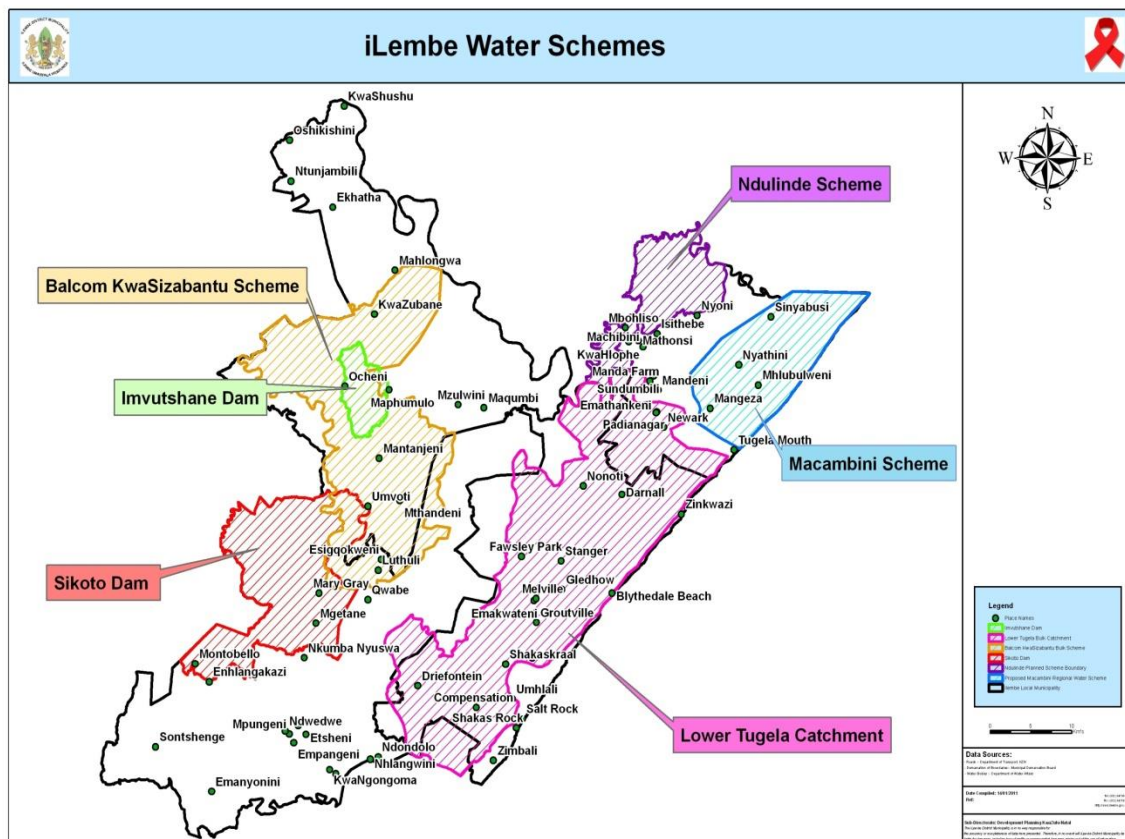
The scheme will cover wards 4, 7, 8, 9, 10 and 11 of Maphumulo Local Municipality and ward 1, 2, 3, 4 and 7 of Ndwedwe Local Municipality. The extent of the scheme is from Maphumulo to KwaDukuza. The scheme will serve a total of 77,900 people residing in some 17,084 households.



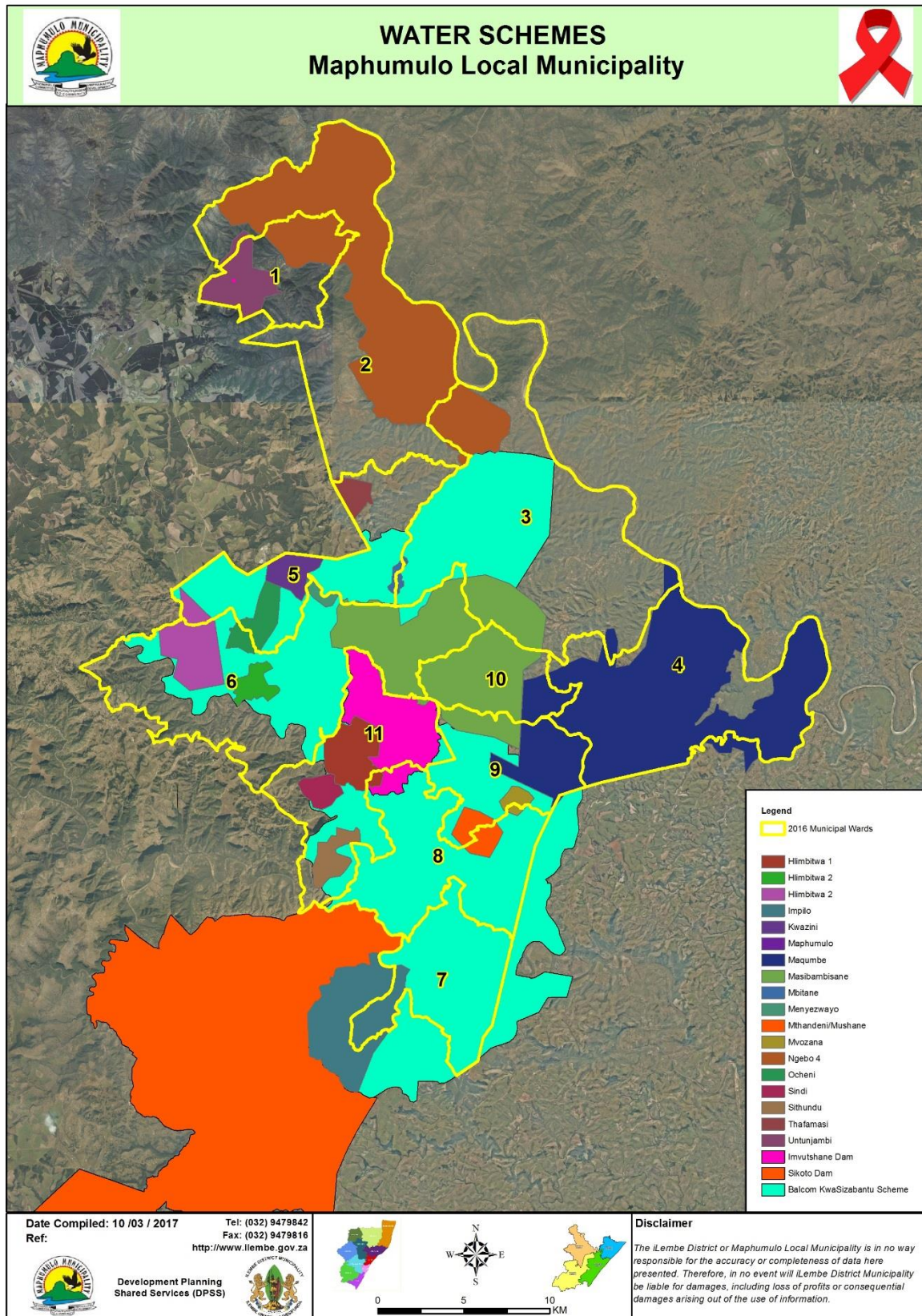
Figure 7: Imvutshane Dam

c) Ngcebo bulk water scheme

This project is an extension to the iLembe implemented reticulation project. Water is abstracted from the DWA owned Madungela Raw water reservoir, and pumped via a 200-250 diameter pipeline and additional raw water storage reservoir to the 1ML/day Ngcebo Raw water package treatment works.



Map 22: iLembe water schemes



Map 23: Maphumulo water schemes

8.5 INFRASTRUCTURE DEVELOPMENT PLANS

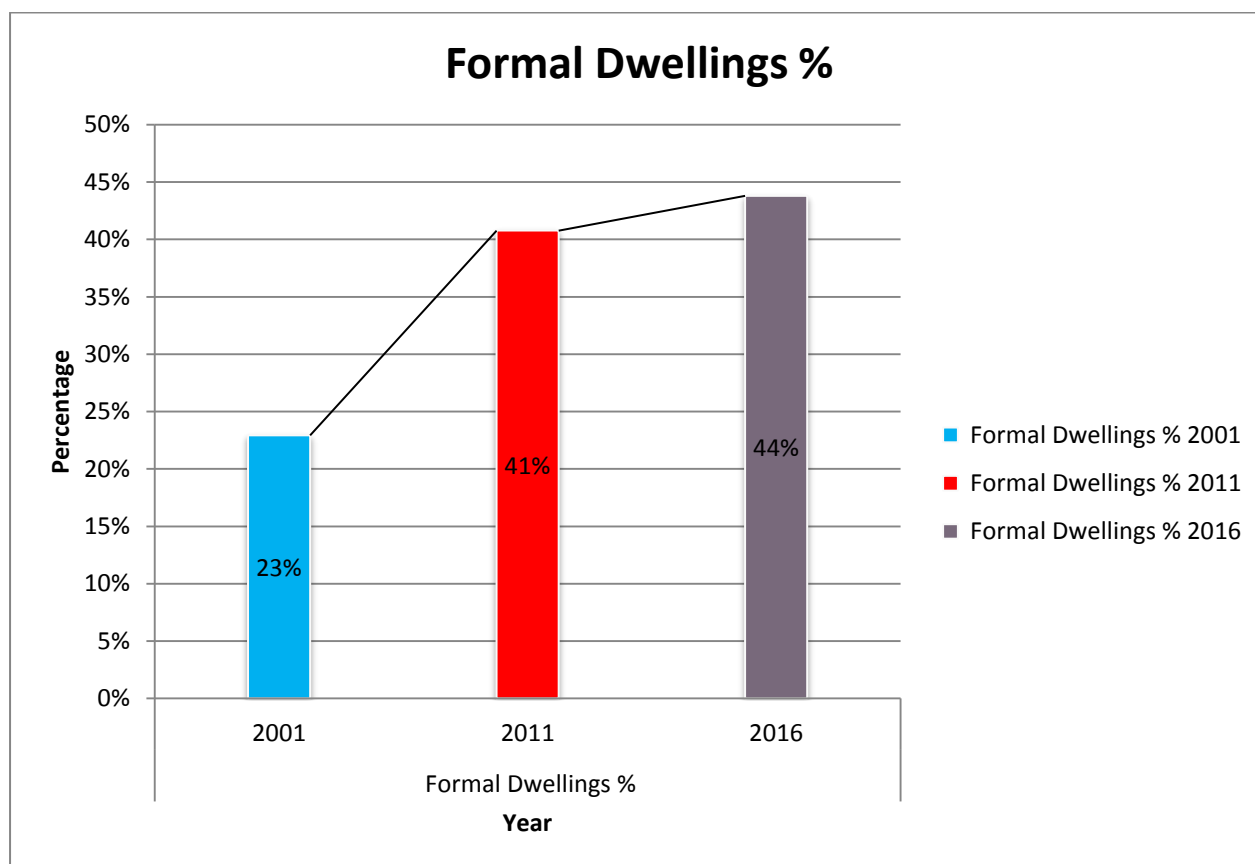
Infrastructure, in the form of public buildings, roads, water and sewerage systems, electricity and other services, supports quality of life and is the foundation of a healthy economy. Through the assistance of CoGTA; specifically MISA, a service provider was appointed to develop infrastructure development plans. These include; waste management plan, roads maintenance plan and building maintenance plan.

8.6 HUMAN SETTLEMENTS

8.6.1 HOUSING BACKLOG

The Municipality takes all reasonable and necessary steps within the framework of National and Provincial legislation and municipal policies to ensure (1) the inhabitants within the jurisdiction of the Maphumulo Municipality have access to adequate houses on a progressive basis.(2) Conditions not conducive to the health & safety of the inhabitants are prevented.

According to Community Survey 2016, the formal dwellings in Maphumulo grew to 44% in 2016 and the Census 2011 revealed that it was 41 % compared to 23% in 2001. This may imply that the municipality is encouragingly addressing the housing backlog in the municipal area.



Graph 14: Formal Dwellings

8.6.2 PROVISION OF HOUSING IN MAPHUMULO

There's a lack adequate personnel within the housing component to perform the required duties and fulfilment of the desired objectives of the set department. Nonetheless the Municipality takes all reasonable and necessary steps within the framework of National and Provincial legislation and municipal policies to ensure all inhabitants within the jurisdiction of the Maphumulo Municipality have access to adequate houses.

All housing projects are classified under the subsidy mechanism applied to rural housing projects as most projects are on Ingonyama Trust Land. However, the municipal housing development plan has been finalised and adopted.

Below, is a list of the current status of housing projects within the municipal area.

a. PROJECTS UNDER CONSTRUCTION

Great progress has been made in the past financial years with the completion of five housing projects, namely; Nodunga, Mabomvini, Cele, Mthandeni and KwaHlongwa. The remaining projects are still under construction as depicted below.

HOUSING PROJECT	NUMBER OF HOUSES	PROGRESS
Amambedu Rural Housing	1000	Under Construction.
Ngcolosi Rural Housing	1000	Under Construction.
Embo Rural housing	1000	Under Construction.
Mkhonto Rural Housing	2000	Under Construction.
Nodunga Rural Housing	1000	Completed.
Mabomvini Rural Housing Project	840	Completed.
Cele Rural Housing Project	500	Completed.
Mthandeni Rural Housing	1000	Completed.
KwaHlongwa Rural Housing	1003	Completed
TOTAL	9343	

Table 9: Housing projects under construction

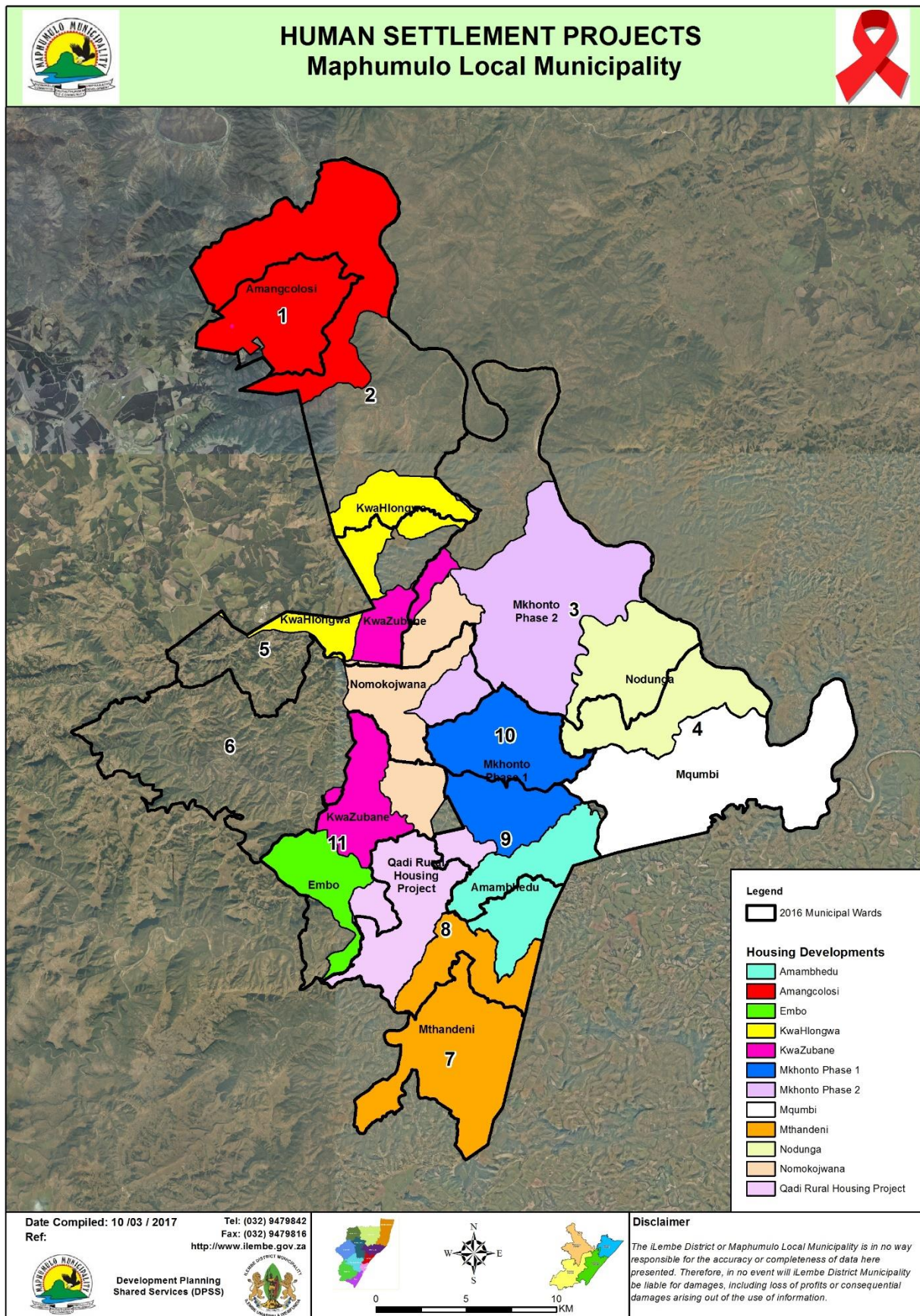
b. PROJECTS IN THE PLANNING STAGE

HOUSING PROJECT	NUMBER OF HOUSES TO BE BUILT	PROGRESS
Zubane Rural Housing	1000	Planning underway
Maqumbi Rural Housing	1500	Planning Complete
Nombokojwana Rural Housing.	1000	Planning underway
Qadi Rural Housing	1000	Planning Complete
TOTAL	4500	

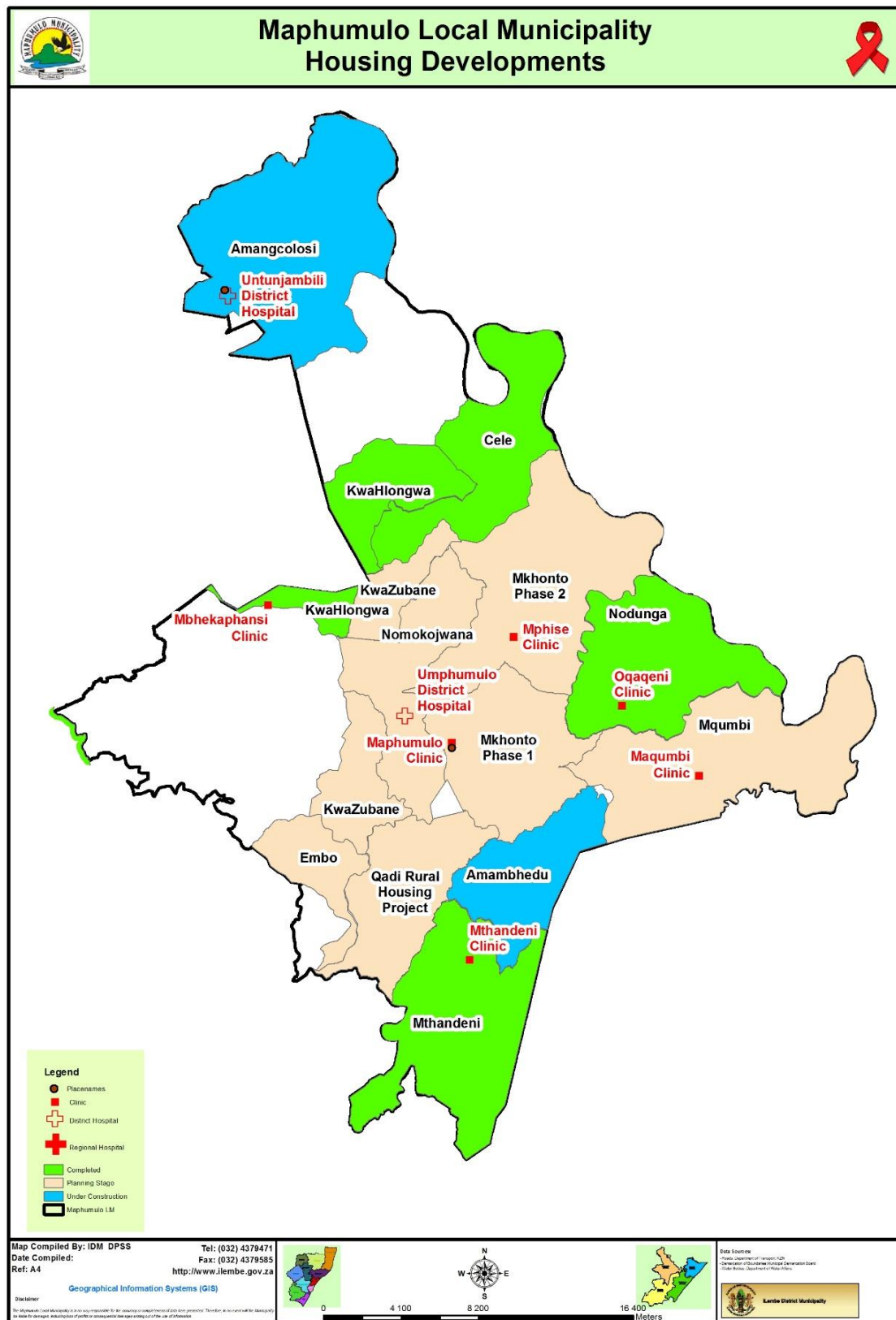
Table 10: Housing projects in the planning stage

c. PROPOSED HOUSING PROJECTS

HOUSING PROJECT	NUMBER OF HOUSES TO BE BUILT	PROGRESS
Masiwela Rural Housing	600	Planning
Nkojane Rural Housing	600	Planning
TOTAL	1200	



Map 24: Human settlement projects



Map 25: Completed housing projects

d. HOUSING STUDIES

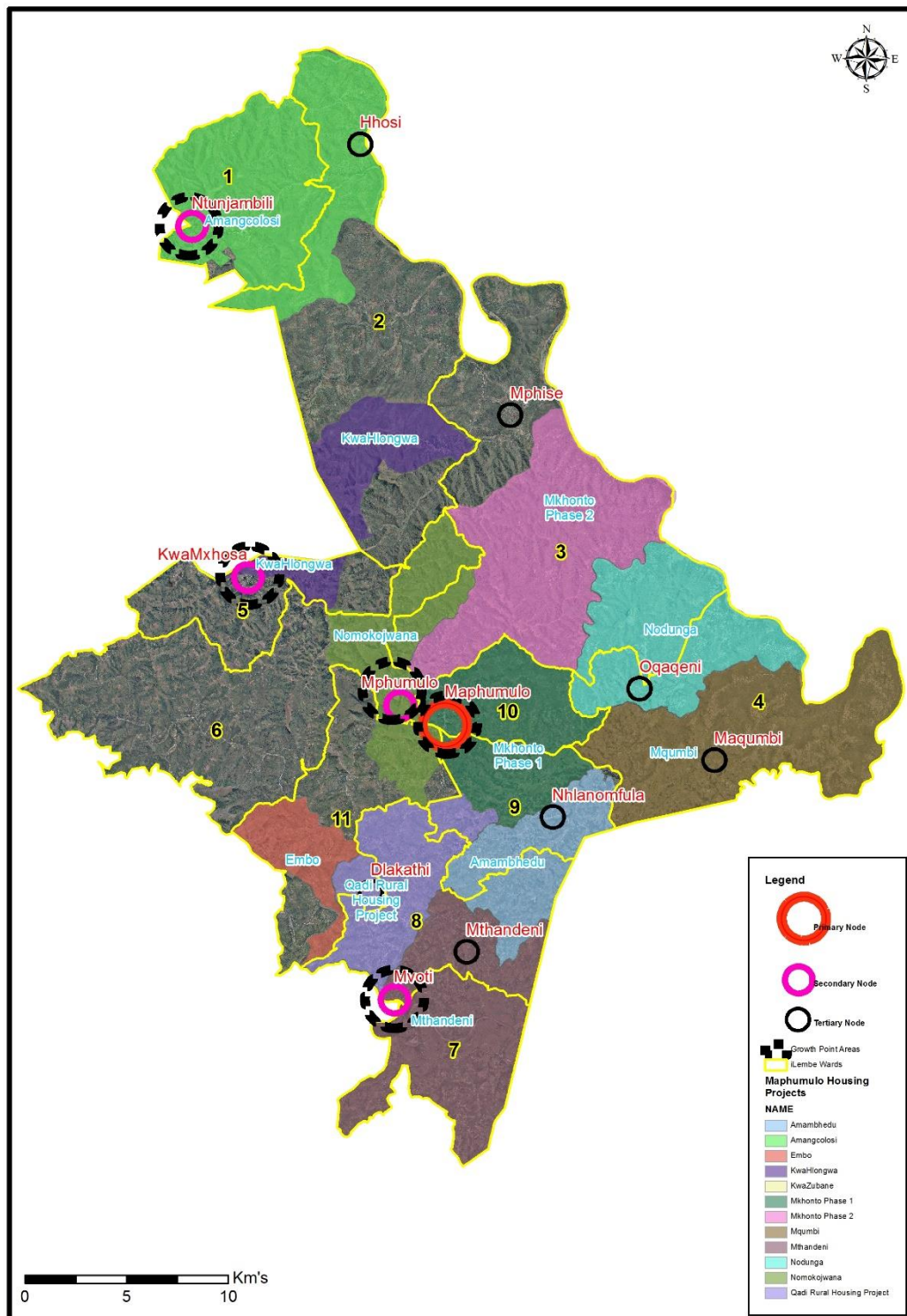
The housing typology for all housing projects rural, notwithstanding, the formalisation of the town.

The municipality is investigating the possibility of higher densities within the town centre. At present, research is underway for the establishment of social/gap housing within the town.



Map 26: IMbali Township

8.7 HOUSING PROJECTS VS SPATIAL NODES



Map 27: Housing projects and spatial nodes

The above map illustrates all the housing projects in relation to the nodes listed in the SDF. Above all, this exercise assess the compatibility of housing projects paralleled to the proposal in the SDF. Furthermore, recommendations will seek to bridge the gap for a differentiated housing typology in the various nodes

	NODES	PLANNED HOUSING	SDF PROPOSAL	PROPOSAL
PRIMARY NODE	Maphumulo Town	Rural; Mkhonto	As an upgrade programme various high-density typologies to be work shopped with the community.	This area can be reserved for mixed residential use, including bonded houses, rental accommodation and Greenfield projects. Densification of this nodal area will maximize development opportunities and facilitate the efficient utilization of existing resources, services and facilities.
	Mphumulo	Rural; Nombokojwana		It is proposed that various compatible activities could be accommodated as part of the mixed used zone. Land uses in this node are to be restricted to public services.
SECONDARY NODE	Ntunjambili	Rural; AmaNgcolosi	Consideration of a housing project at appropriate density	Light industrial and manufacturing are also feasible in the secondary node such as hardware stores, shoe factory and panel beating workshops etc.
	Mxhosa	Rural; KwaHlongwa, on the periphery	Medium density housing and appropriate services	The node serves medium to high

			density surroundings. Proposed retail facilities are Informal trade and markets, convenience stores with a variety of products such as food, clothing, fruit and vegetables, music and DVDs and electronic equipment.
Mvoti	Rural; Mthandeni	Medium density housing and appropriate services	In this regard allocation of free standing residential units is to be encouraged. An agricultural hub is also recommended for potential location within the secondary node if there is substantial reason to locate it here.

Table 11: Housing Projects vs Spatial Nodes

8.8 TRANSPORTATION INFRASTRUCTURE

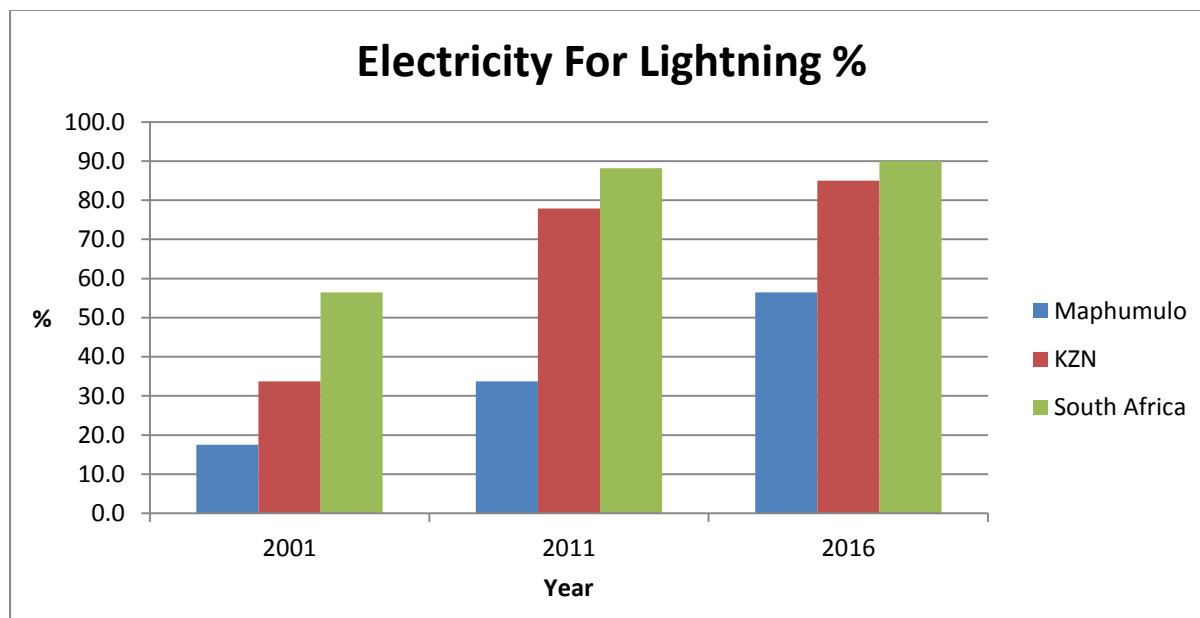
The total length of roads network within Maphumulo Municipality is approximately 420km. The construction and maintenance of roads is undertaken by the Department of Transport and Maphumulo Local Municipality. This work is generally split as follows;

- ✚ Department of Transport – all paved and unpaved roads (mainly D, R and P roads)
- ✚ Maphumulo Local Municipality – all paved and unpaved access roads (internal road network)

The gravel roads within the Municipality comprise about 95 percent of the total road network. They are often treated as the links in the transport networks. However, they are critically important in terms of providing access to social and economic services.

8.9 ENERGY

The households in Maphumulo has experienced a significant improvement in the use of electricity for lightning as the number of households having access to electricity increased to 56, 5% compared to 33.7% in 2011 and 17.5% in 2001. However, the situation is still below the provincial and national average that recorded 88.2% and 90% respectively in the same year.



Graph 15: Electricity for Lighting

8.10 ACCESS TO COMMUNITY FACILITIES

8.11 WASTE MANAGEMENT

Waste management (waste collection, waste storage, waste minimization, and waste disposal) is the biggest challenge within the Maphumulo Municipality and the iLembe District at large. The following have been identified as major challenges:

- a) Availability of waste management information system, and lack of waste generation data. This includes information on waste streams/types produced within the District, which requires waste auditing exercise.
- b) Compliance with the Waste Management Act, 2008 (Act 59 of 2008) including preparation of the integrated waste management plan, designation of waste management officers, and development of Municipal by-laws intended to implement the act.
- c) Improvement of asset for waste management and prioritization of waste management needs by the Municipalities.
- d) Lack of recycling initiatives.
- e) Issues of creating awareness on waste management.

In responding these challenges the Municipality is currently working on the following:

MAPHUMULO WASTE MANAGEMENT AND ACTION PLAN

Strategic goal	Status Quo	Action Plan	Target Date
Waste Management Services	Formal waste removal services in Maphumulo are currently done specifically in urban areas which is Maphumulo Town and Ntunjambili area. No waste services are done within rural areas.	Municipality to develop a strategy which will attempt to extend waste services to rural areas.	2017
Waste Management Structure	Waste management function is currently under the technical services department	Municipality to employ a waste management officer. The waste management will be moved to	2017

		Community Services	
Development of an Integrated Waste Management Plan (IWMP)	A draft IWMP has been produced by the Municipality. However, it has not been approved by the Department.	Municipality to develop an IWMP which will consists of actions plans	2017
Appointment of Waste Management Officer	The Waste Management Act	The Municipality to appoint the waste management officer.	2017
Waste minimization	Currently no waste recycling initiatives are implemented within the Maphumulo. However, in 2010 a transfer site was established by the Municipality, which is currently not working properly. Challenges with this facility include its size, location and maintenance	Municipality to identified a site for a buyback centre / transfer station to comply with the National Waste Management Strategy	2020
Develop of Municipal Waste Information System	Although section 63 of Waste Management Act appears not applicable to Municipalities, however, Municipalities are expected to report about waste to the Provincial Department as per Section 63 (2)	Municipality to develop a Municipal Waste Information System to provide data in order to manage waste properly and thus protect environment.	2017
Development of waste by-law	Currently there is no by-law dealing with waste management.	Municipality to develop a by-law to deal with waste	2017

Education and awareness		management including illegal dumping.	
	There is a need for the provision of education on waste management. Illegal dumping is a dominant issue in the local.	Municipality to utilise the opportunity from youth Jobs in Waste Program	Ongoing

Table 12: Waste Management Action Plan

8.12 TELECOMMUNICATIONS

8.13 PROJECT MATRIX

8.13.1 MIG

PROJECT	WARD	TOTAL	17/18	18/19	19/20
Mambulu Road		4,400,000.00			
Emnyameni sport complex	11	1,700,000.00			
Ward3/8 - Multipurpose hall	3	250,000.00			
Ward 4 - hall	4	130,000.00			
Nyonebomvu	6	220,000.00			
Otimati crèche	-	900,000.00			
Ward 3/8 hall		1,730,000.00			
Ward 10 causeway	10	3,200,000.00			
Wosiyane sports field - retention	7	450,000.00			
Qabavu Hall		1,200,000.00			
Eshlahleni road		8,466,000.00			
TOTAL		22,646,000.00			

Table 13: 2017/18 MIG Projects

8.13.2 COGTA

PROJECTS	WARD	TOTAL	17/18	18/19	19/20
Maphumulo taxi rank	10	R8 689 723			
Maphumulo Urban design	10	R7 800 000			
KwaShushu Road	1 & 2	R9 00 000			
Mambedwini Multi-purpose Centre	8	R15 000 000			
TOTAL		R16 489 723			

Table 14: Small Town Rehabilitation projects

8.13.3 INEP

PROJECTS	UNITS	TOTAL	17/18	18/19	19/20
Ward 7	540	9,720,000.00			
Ward 6	150	2,662,000.00			
Mshukangubo	154	2,618,000.00			
TOTAL		15,000,000.00			

Table 15: INEP Projects

8.13.4 ILEMBE DISTRICT MUNICIPALITY

Project Name	Ward No.	Category	BUDGET
Maphumulo/KwaDukuza	1 (Cele/Nhlangwini)8, 9, 11	Water	R18,000,000.00
Ngcebo Waterworks upgrade	1,2, 3	Water	R9000 000
Maphumulo Household Sanitation	2,3,8,11	Sanitation	R 10,000,000.00
Balcomb Kwasizabantu	5 and 6	Water	R 24,000,000.00
Masibambisane	9 and 10	Water	R 1,000,000.00

8.15 SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> Independent plant 	<ul style="list-style-type: none"> Unfilled posts Sparse settlement plan Insufficient bulk infrastructure Insufficient resources vs. unlimited needs
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Geographical location on the R74 and P711 Corridor road Potential industrial development Opportunities for developers contribution Housing sector plan under review. 	<ul style="list-style-type: none"> Lack of housing funding Unfavourable Climate conditions Allocation of houses to undeserving beneficiaries Population growth & over demand for housing Poor condition of houses.

Table 16: Swot Analysis - Technical Services

SECTION I: FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

9.1 FINANCIAL SERVICES

Maphumulo municipality is a predominately rural municipality and does not have the revenue potential associated with the more urbanized and possibly industrialised municipalities such as Mandeni and KwaDukuza. The primary source of income for the municipality is government grants which results in a very limited tax base. As such, the municipality recognizes the need for innovative measures to be taken and strategies to be devised to counter the negative impact of the situation. These strategies will be aimed at ensuring that in the short term all reasonable efforts are taken to collect all possible revenues due to the municipality, and that aggressive but realistic plans are put in place to increase the municipality's revenue base in the long-term.

9.2 2016/17 MEDIUM TERM EXPENDITURE FRAMEWORK

The following budget principles and guidelines directly informed the compilation of the 2017/18 MTREF:

- The 2016/17 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2017/18 annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate have not changed;
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Bill;

National Treasury's MFMA Circular No. 80 was used to guide the compilation of the 2017/18 MTREF.

- The preparation of 2017/18 budget is prepared in accordance with National Treasury MFMA Circular No. 80, municipal financial system and process requirement in support municipal standard chart of account (mSCOA).
- Municipal council has taken all necessary steps to ensure that these Regulations are implemented by the adoption of any resolutions, policies and budgetary provisions necessary for the implementation of these Regulations. This budget is mSCOA compliant and budget data strings submitted to national treasury on the 30th March 2017.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2017/18 Medium-term Revenue and Expenditure Framework:

Table 1 Consolidated overview of 2017/18 MTREF

	Budget 17/18	Budget 18/19	Budget 19/20
Operating Revenue	R115m	R114m	R118m
Operating Expenditure	R119.6m	R117.7m	R123.8m
Surplus/(Deficit) for the year	(R4.6m)	(R3.2m)	(R5.6m)
Total capital Expenditure	R24.5m	R23.7m	R24.9m

Table 17: Consolidated 2017/18 MTREF

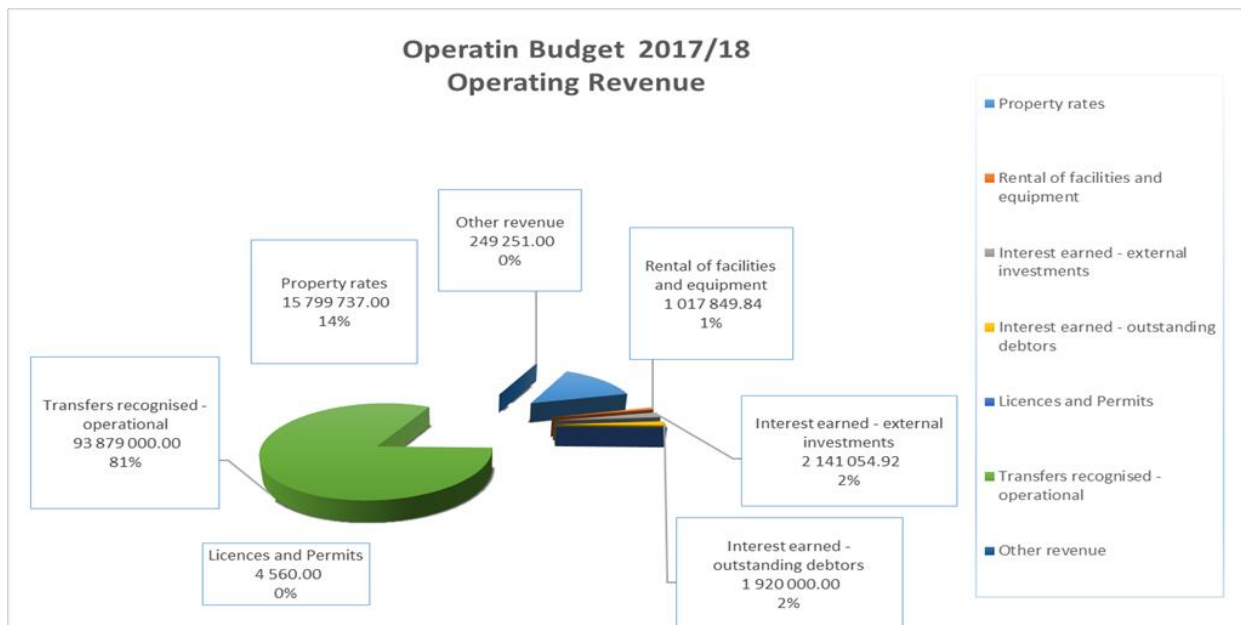
9.2 OPERATING REVENUE

The total operating revenue in the 2017/18 annual budget, including Property rates, Rental of facilities and equipment, other revenue, Licences and permits, Interest earned outstanding debtors, Interest external investment and transfers recognised operational.

2017/18 Operational Revenue	
Account Description	Amount
Property rates	15 799 737.00
Rental of facilities and equipment	1 017 850.00
Interest earned - external investments	2 141 054.92
Interest earned - outstanding debtors	1 920 000.00
Licences and Permits	4 560.00
Transfers recognised – operational	93 879 000.00

Other revenue	249 251.00
Total operational revenue	115 011 452.76

Table 19: Operating revenue



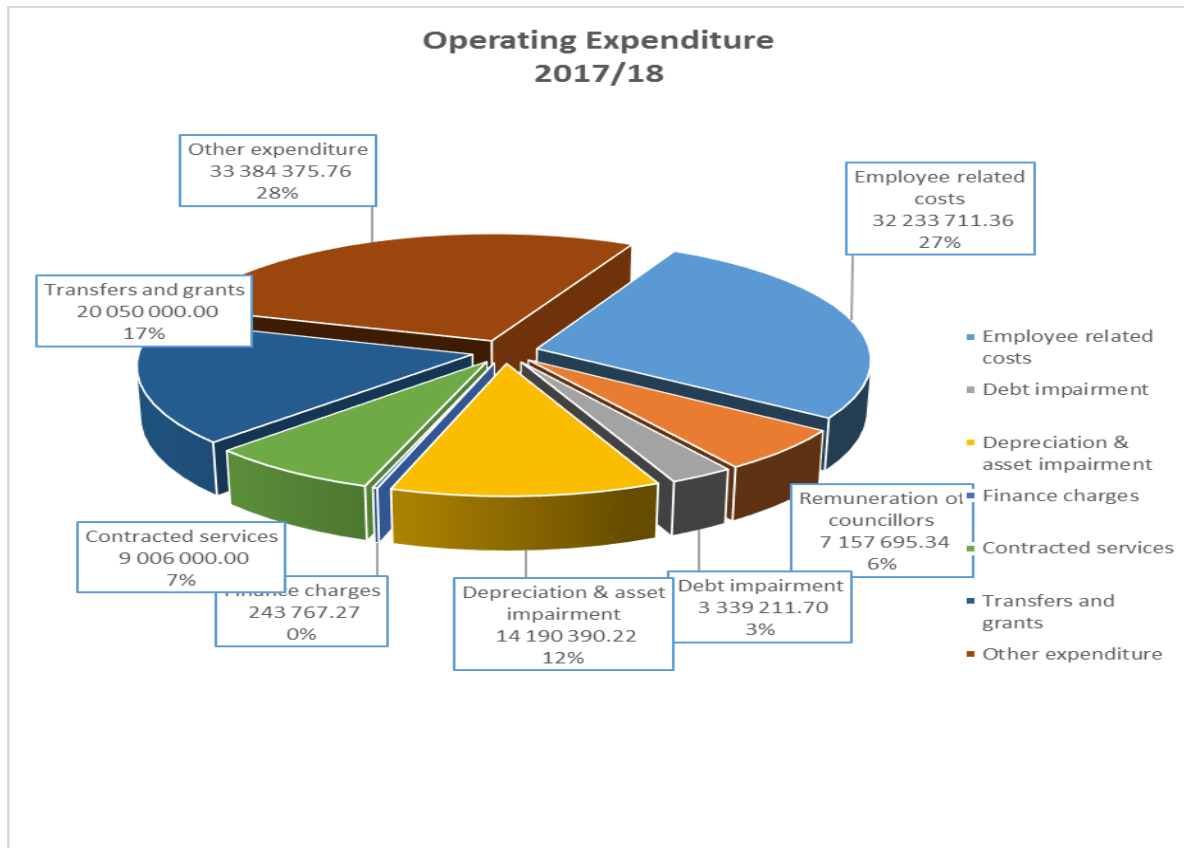
9.2 OPERATING EXPENDITURE

Total operating expenditure in the annual budget 2017/18 includes the, Employee related cost, Remuneration for councillors, Finance charges, Depreciation and assets impairment, Debts impairment, Contracted services, Transfers and grants and Other expenditure

2017/18 Operational Expenditure	
Account Description	Amount
Employee related costs	32 233 711.36
Remuneration of councillors	7 157 695.34
Debt impairment	3 339 211.70
Depreciation & asset impairment	14 190 390.22
Finance charges	243 767.27
Contracted services	9 006 000.00

Transfers and grants	20 050 000.00
Other expenditure	33 384 375.76
Total operational expenditure	119 605 151.64

Table 20: Operating expenditure

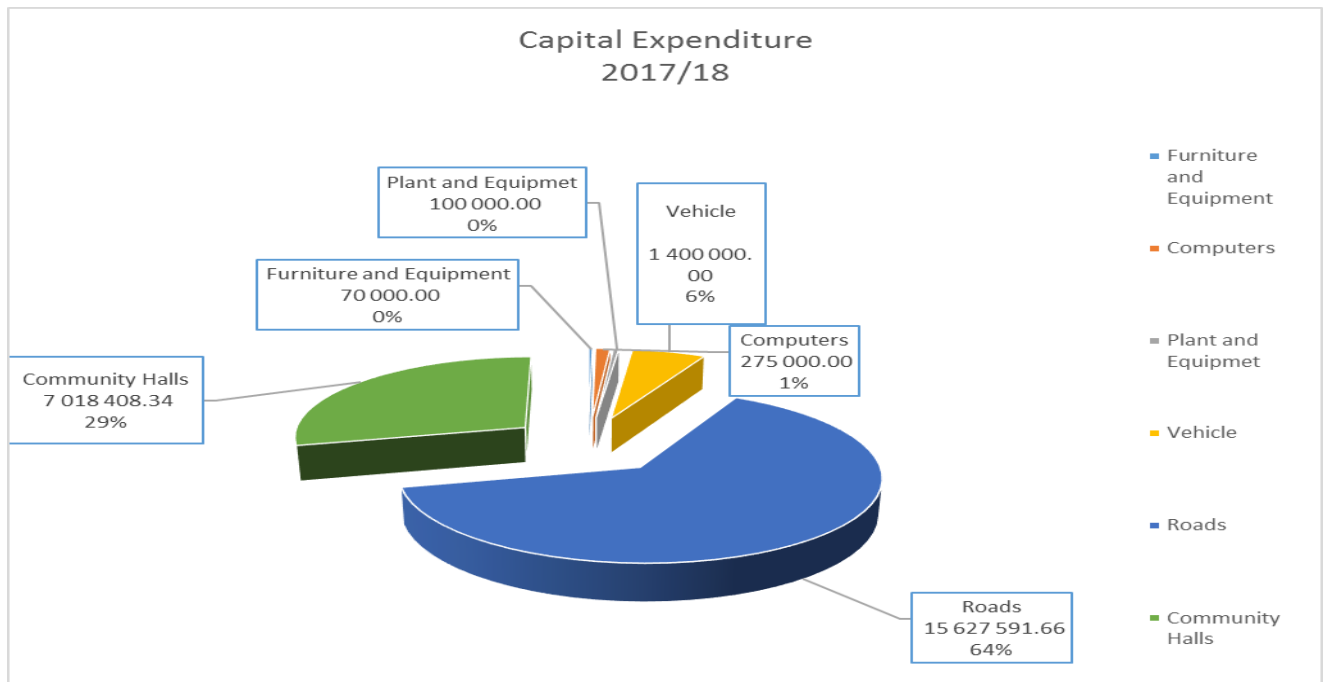


9.3 CAPITAL EXPENDITURE

The capital expenditure is estimated to be R24.5 million, this total expenditure of made of the purchase of furniture and equipment, computers, vehicles, construction of roads and community halls.

Budget 2017/18	
Capital Expenditure	
Description	Amount
Furniture and Equipment	70 000.00
Computers	275 000.00
Plant and Equipment	100 000
Vehicle	1 400 000.00
Roads	15 627 591.66
Community Halls	7 018 408.34
Total capital expenditure	24 491 000.00

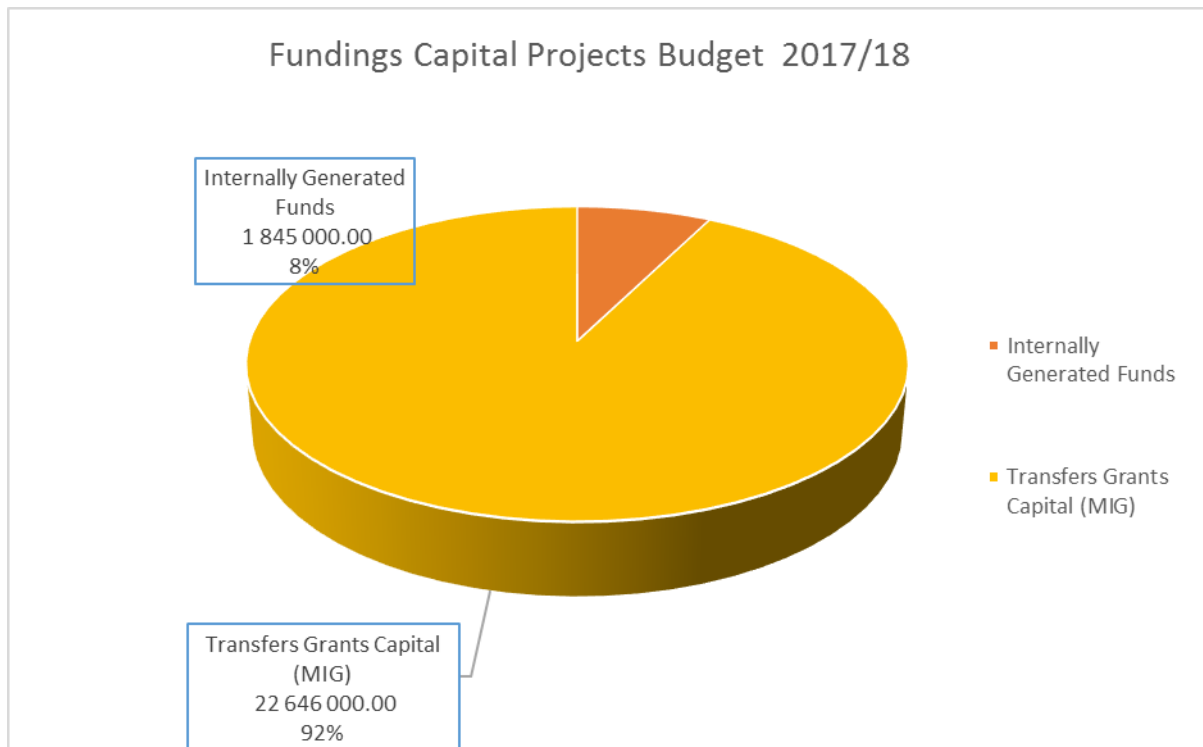
Table 21: Capital Expenditure



9.4 CAPITAL FUNDING

Budget 2017/18	
Capital Funding	
Description	Amount
Internally generated funds	1 845 000
Transfer grant capital (MIG)	22 646 000
Total capital funding	24 491 000.00

Table 22: Capital Funding



9.5 EXPENDITURE ON CONDITIONAL GRANTS ALLOCATION

9.5.1 MUNICIPAL INFRASTRUCTURE GRANT

The MIG funds the provisions of infrastructure to provide basic services, road and social infrastructure for poor households in all municipal areas. MIG finance all the projects approved by COGTA. The 2017/18 projects would be as follows:-

Name of the Projects	2017/18 Cost
Mambulu Road ward2	4 167 975.71
Coli course way ward 10	3 694 747.95
coarse way Imati - ward 10	3 564 868.00
Esihlahleni Road ward 09	4 200 000.00
Qabavu Hall ward 7	2 618 151.18
Multi-purpose hall ward 3	4 400 257.16
Total Project cost	22 646 000.00

Table 23: MIG Grant

9.5.2 INTEGRATED NATIONAL ELECTRIFICATION GRANT

The INEP funds would use to fund the electrification projects as per 2017/18 budget which are as follows

Name of the Projects	UNITS	TOTAL COST
INEP- ward 7 Mansomini project	540	11 070 000.00
INEP - Ward 4 Mzulwini	154	3 930 000.00
	694	15 000 000

The following are other 2017/18 electrification projects which are funded by equitable share

Name of the Projects	UNITS	TOTAL COST
ward 9 Wolongo electrification 80 units (Own Funding)	80	2 000 000.00
INEP- Zaagayini ward 80 units (Own funding)	80	2 000 000.00
	160	4 000 000.00

Table 24: INEP Grant

9.6 BUDGET SUMMARY

KZN294 Maphumulo - Table A1 Budget Summary

Description	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousands										
Financial Performance										
Property rates	-	-	-	-	-	-	-	15 800	16 432	17 089
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	-	-	-	-	-	-	-	2 141	2 227	2 316
Transfers recognised - operational	-	-	-	-	-	-	-	93 879	92 295	95 075
Other own revenue	-	-	-	-	-	-	-	3 192	3 494	3 711
Total Revenue (excluding capital transfers and contributions)	-	-	-	-	-	-	-	115 011	114 448	118 191
Employee costs	-	-	-	-	-	-	-	32 234	34 393	36 663
Remuneration of councillors	-	-	-	-	-	-	-	7 158	7 444	7 742
Depreciation & asset impairment	-	-	-	-	-	-	-	14 190	14 822	15 713
Finance charges	-	-	-	-	-	-	-	244	42	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-	-
Transfers and grants	-	-	-	-	-	-	-	20 050	16 092	17 136
Other expenditure	-	-	-	-	-	-	-	45 730	44 865	46 564
Total Expenditure	-	-	-	-	-	-	-	119 605	117 658	123 818
Surplus/(Deficit)	-	-	-	-	-	-	-	(4 594)	(3 210)	(5 627)
Transfers and subsidies - capital (monetary alloc	-	-	-	-	-	-	-	22 646	23 740	24 894
Contributions recognised - capital & contributed a	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	-	-	-	-	-	-	-	18 052	20 530	19 267
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	-	-	-	-	-	-	-	18 052	20 530	19 267
Capital expenditure & funds sources										
Capital expenditure	-	-	-	-	-	-	-	24 491	23 740	24 894
Transfers recognised - capital	-	-	-	-	-	-	-	22 646	23 740	24 894
Public contributions & donations	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	1 845	-	-
Total sources of capital funds	-	-	-	-	-	-	-	24 491	23 740	24 894
Financial position										
Total current assets	-	-	-	-	-	-	-	42 638	45 877	46 909
Total non current assets	-	-	-	-	-	-	-	198 689	206 920	214 001
Total current liabilities	-	-	-	-	-	-	-	36 670	36 649	36 346
Total non current liabilities	-	-	-	-	-	-	-	1 707	1 235	1 337
Community wealth/Equity	-	-	-	-	-	-	-	202 950	214 913	223 227
Cash flows										
Net cash from (used) operating	-	-	-	-	-	-	-	27 338	27 141	24 033
Net cash from (used) investing	-	-	-	-	-	-	-	(24 491)	(23 740)	(24 894)
Net cash from (used) financing	-	-	-	-	-	-	-	(2 233)	(899)	-
Cash/cash equivalents at the year end	-	-	-	-	-	-	-	28 739	31 241	30 380
Cash backing/surplus reconciliation										
Cash and investments available	-	-	-	-	-	-	-	28 739	31 241	30 380
Application of cash and investments	-	-	-	-	-	-	-	27 949	30 924	31 186
Balance - surplus (shortfall)	-	-	-	-	-	-	-	790	317	(805)
Asset management										
Asset register summary (WDV)	-	-	-	-	-	-	212 880	212 880	221 926	230 082
Depreciation	-	-	-	-	-	-	14 190	14 190	14 822	15 713
Renewal of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-	-	3 950	3 950	3 588	3 732
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	7 627	7 627	7 932	8 249
Households below minimum service level										
Water:	-	-	-	-	-	-	11	11	11	11
Sanitation/sewerage:	-	-	-	-	-	-	3	3	3	3
Energy:	-	-	-	-	-	-	13	13	13	13
Refuse:	-	-	-	-	-	-	19	19	19	19

Table 18: Budget Summary

9.5 MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

A. Assets Managements

- Capital Expenditure to Total Expenditure

$$\frac{\text{Total Capital Expenditure}}{\text{Total Expenditure}} \times 100$$

$$= \frac{\text{R24 491 000}}{\text{R144 096 000}} \times 100$$

$$= \underline{\underline{16\%}}$$

- Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property

$$\frac{\text{Total Repairs and Maintenance}}{\text{PPE and Investment Property (CV)}} \times 100$$

$$= \frac{\text{R3 950 000}}{\text{R212 880 000}} \times 100$$

$$= \underline{\underline{1\%}}$$

We unable to meet the norm of 8% as we are a small municipality, but this won't distract the service delivery.

B. Liquidity Management

- Cash/ Cost Coverage Ratio (Excl. Grants)

(Cash and Cash equivalent-
Unspent conditional grant- overdraft) + Short term Inv. X 100
Operating expenditures excl. non cash payments

$$\frac{(\text{R2 453 734} - 0 - 0 + \text{R26 285 000})}{\text{R102 076 000}} \times 100$$

28%

2. Current Ratio

Current Assets
Current Liabilities

R42 638 000

R36 670 000

1:1

C. Debtors Management

1. Collection rate

$$100 \times \frac{\text{Gross debtors closing Balance + Billed Revenue - Gross debtors opening Balance - Bad debts written off}}{\text{Billed Revenue}}$$

$$\frac{(R\ 24\ 500\ 000 + R\ 15\ 800\ 000 - R\ 19\ 279\ 012)}{R\ 15\ 800\ 000} \times 100$$

67%

2. Net Debtors days

(Gross Debtors - Bad Debts provision) X 365
Actual Billed Revenue

R24 500 000 - R 3 339 212 X 365
R15 800 000

486 Days

D. Expenditure Management

3. Remuneration as a percentage of total operating expenditure

(Employees Related Cost and Councillors) X100
Operating Expenditure

R 32 234 000 + R 7 158 000
R119 605 000

32%

4. Contracted Services of a total of operating Expenditure

Contracted Services x 100
Operating Expenses

R9 006 000 x 100
R 119 605 000

7%

9.6 ADJUSTMENT BUDGET FINDINGS

KZN294 Maphumulo - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1										
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	15 800	16 432	17 089
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other											
Rental of facilities and equipment									1 018	1 230	1 352
Interest earned - external investments									2 141	2 227	2 316
Interest earned - outstanding debtors									1 920	1 997	2 077
Dividends received											
Fines, penalties and forfeits											
Licences and permits									5	5	5
Agency services											
Transfers and subsidies									93 879	92 295	95 075
Other revenue	2	-	-	-	-	-	-	-	249	263	278
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		-	-	-	-	-	-	-	115 011	114 448	118 191

Table 19: Budget Findings

9.6.1 PROPERTY RATES

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process. The municipal property Rates is calculated based on the current valuation roll and supplementary valuation roll. Budgeted property rates is R15.8 million expected to increase to R16.4 million 2018/19 and R17 million in 2019/20. This budget is based on the revised randage for 2017/18.

9.6.2 RENTAL OF FACILITIES

Rental of facilities and equipment is made of hall hire fee and rental debtors. Rental debtors is based on billings whereas Hall hire fees based on actual receipts. The

2017/18 budget for rental debtors has increase to R1 million (R12 000 hall hire fees and R1 rental debtors). This increase is based on the current year billings. Attached detailed calculations and supporting document in working paper file.

9.6.3 INTEREST EARNED – EXTERNAL INVESTMENTS

The budget for interest receive on external investment is the overage of interest received from 2013/14 to 2015/16 audited AFS. Included in the budget for interest received on external investment is the interest expected to receive from FNB main account and ABSA current account amounted to R100 000. Attached in the working paper file are latest investment register, workings and latest bank statement.

9.6.4 INTEREST EARNED ON OUTSTANDING DEBTORS

The interest on outstanding debtors is informed by credit control policy. The budget for the interest earned on outstanding debtors decrease from R2 million to R1.9 million in 2017/18 final budget. The decrease in the interest earned on outstanding debtors is due to the improvements in collections during 2016/17 financial year.

9.6.5 OTHER REVENUE

Other revenue is made up of cash sales which are tender document sales, Refund from LGSETA, income from shared services from Mandeni and admin fees (amount paid by the third parties (AVBOB, Capital alliance and old mutual) for municipal administration on behalf of the third parties). The budget for other revenue is R249 000. The estimates of cash sales and receipt is based on the current year receipts. Attached workings and supporting document in working paper file. We budgeted a minimum of R4.m expected to be received from SARS for VAT refund and Rental income. This is only shown on table A7, i.e. cash flow statement.

9.6.6 OPERATING TRANSFERS AND GRANTS

Operating grants and transfers totals R89.95 million in the 2016/17 financial year and steadily increasing to R93.88 million by 2017/18. This budgeted allocation is made in terms of 2017/18 Division of Revenue Bill together with Kwa-Zulu Natal provincial gazette.

9.7 EXPENDITURE ON ALLOCATION AND GRANTS PROGRAMMES

KZN294 Maphumulo - Table A4 Budgeted Financial Performance (revenue and expenditure)

KZN294 Mapumulo - Table A4 Budgeted Financial Performance (Revenue and expenditure)

Description	Ref	2013/14	2014/15	2015/16	Current Year 2016/17				2017/18 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
R thousand	1										
Expenditure By Type											
Employee related costs	2	-	-	-	-	-	-	-	32 234	34 393	36 663
Remuneration of councillors									7 158	7 444	7 742
Debtimpairment	3								3 339	3 473	3 612
Depreciation & assetimpairment	2	-	-	-	-	-	-	-	14 190	14 822	15 713
Finance charges									244	42	-
Bulk purchases	2	-	-	-	-	-	-	-	-	-	-
Other materials	8										
Contracted services		-	-	-	-	-	-	-	9 006	8 846	9 200
Transfers and subsidies		-	-	-	-	-	-	-	20 050	16 092	17 136
Other expenditure	4, 5	-	-	-	-	-	-	-	33 384	32 546	33 752
Loss on disposal of PPE											
Total Expenditure		-	-	-	-	-	-	-	119 605	117 658	123 818

Table 20: Expenditure on Allocation and Grants

9.7.1 EMPLOYEE RELATED COST

The budgeted allocation for employee related costs for the 2017/18 financial year total is R32.2 million. This budget amount is made of current employee as reflected in 2016/17 adjusted budget plus 7.4 percent increase which equal to R29.6 plus R2.6 million budget for vacant post, however the municipality will adjust the employees related cost during the 2017/18 adjustment budget if necessary.

9.7.2 REMUNERATION OF COUNCILLORS

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget. The determination of salaries, allowances and benefits of different members of Council is based on resolution No. 91/08/17 dated 14/01/2017 the council resolved to pay councillors remuneration at 4 percent maximum increase as per the government gazette on upper limits released in December 2016.

9.7.3 DEBT IMPAIRMENTS

The provision of debt impairment was determined based on an annual collection rate and also the fact that the municipality will compile an indigent register and it is expected that most of our long outstanding debtors will be written off. That is why the provision for debt impairment expected to increase from 2017/18 to 2019/20 financial year. As soon as the indigent register is finalised the municipality would be able to calculate the amount of debtors that should be written off in the budget year. Necessary adjustments will be made during the Adjustment budget, if needed.

9.7.4 DEPRECIATION

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R14.2 million for the 2017/18 financial. Depreciation has increased compared to 2016/17 adjusted budget due to the new assets to be purchased during this financial year and during the budget year.

9.7.5 FINANCE CHARGES

Finance charges consist primarily of the repayment of interest on long-term borrowing from FNB bank and interest on finance lease from ABSA bank. The decrease is due to the fact that the loan from ABSA which finance the purchase of plant will be settled at the end of September 2017 the budget for finance cost is R243 767 (R6 752 ABSA lease and R237 016 FNB loan).

9.7.6 CONTRACTED SERVICES

Contracted services include the amount of Security, repairs & maintenance, communications and cleaning services (cleaning of Maphumulo town and Maphumulo rank). As part of the compilation of the 2017/18 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced. The total budget for contracted services has decreased to R9 million. The reason of this decrease is that the cost of cleaning were previously outsourced will be done by internal staff during this budget year.

9.7.7 TRANSFERS AND GRANTS EXPENDITURE

The budget for transfers and grants expenditure is made of free basic services of R1 million, INEP grant expenditure of R15 million and electrification own funding R4 million.

7.7.8 OTHER EXPENDITURE

Other expenditure comprises of various line items relating to the daily operations of the municipality. The breakdown of general expenses is as follows:-

General expenses 2017/18 budget Year				
Description	2016/17 ADJUSTED Budget	Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
Advertising	363 825.00	370 000.00	384 800.00	400 192.00
Audit Committee	150 000.00	150 000.00	156 000.00	162 240.00
Audit Fees : External Audit	1 300 000.00	1 378 000.00	1 433 120.00	1 490 444.80
Agriculture and Social	100 000.00	200 000.00	300 000.00	200 000.00
Audit Fee	1 336 361.00	1 416 000.00	1 472 640.00	1 531 545.60
Bank Charges	24 937.50	26 000.00	27 040.00	28 121.60
Bursaries/ Study Aids	570 000.00	800 000.00	832 000.00	865 280.00
Development of SMME's	-	200 000.00	300 000.00	300 000.00
Disability	30 000.00	205 000.00	213 200.00	221 728.00
Disaster management	250 000.00	500 000.00	520 000.00	540 800.00
Event Reed dance	127 440.34	200 000.00	208 000.00	216 320.00
Electricity and Water	840 000.00	873 600.00	908 544.00	944 885.76
Entertainment and Reception	100 000.00	100 000.00	104 000.00	108 160.00
Event - World's Aids Day	-	100 000.00	104 000.00	108 160.00
Event - June 16	100 000.00	300 000.00	312 000.00	324 480.00
Fuel and Oil	1 970 285.28	1 840 000.00	1 913 600.00	1 990 144.00
Hire Charges	1 440 861.68	200 000.00	208 000.00	216 320.00
Implementation of clean audit	300 000.00	1 700 000.00	1 768 000.00	1 838 720.00
HIV and Aids	100 000.00	100 000.00	104 000.00	108 160.00
IDP Review/ town planning	1 000 000.00	1 296 000.00	1 347 840.00	1 401 753.60
Indigent Register	-	480 000.00	499 200.00	519 168.00
Insurance	400 000.00	400 000.00	416 000.00	432 640.00
Land Use Management System	750 000.00	-	-	-
LED	250 000.00	700 000.00	728 000.00	757 120.00
Leave Provision	250 000.00	-	-	-
Implementation of PMS	-	100 000.00	104 000.00	108 160.00
Licences	131 250.00	135 000.00	140 400.00	146 016.00
Medical Exams	34 750.00	35 000.00	36 400.00	37 856.00
Membership Fees	1 007 578.00	520 000.00	540 800.00	562 432.00
Development of Town cernitation	-	1 000 000.00	1 040 000.00	1 081 600.00
Postal Services	1 155.00	1 200.00	1 248.00	1 297.92
Poverty Alleviation	59 500.00	200 000.00	208 000.00	216 320.00
Printing, Stationery	330 750.00	330 000.00	343 200.00	356 928.00
Support Tourism	-	150 000.00	200 000.00	450 000.00
Purchase of Refuse Bags	-	20 000.00	20 800.00	21 632.00
Publicity Awareness	1 170 000.00	3 768 000.00	3 918 720.00	4 075 468.80
Purchase of Books	5 000.00	2 000.00	2 080.00	2 163.20
Stores and Maintenance	200 000.00	200 000.00	208 000.00	216 320.00
Small Tools	50 000.00	20 000.00	20 800.00	21 632.00
Sports	1 481 744.00	1 000 000.00	1 040 000.00	1 081 600.00
Occupational health and safety	-	300 000.00	312 000.00	324 480.00
Development Planned Shared Services	1 000 000.00	890 000.00	979 000.00	1 076 900.00
Subsistence and Travel	1 136 332.34	1 497 575.76	1 557 478.79	1 619 777.94
Telephone	550 000.00	572 000.00	594 880.00	618 675.20
Spartial Development Framework	-	300 000.00	300 000.00	300 000.00
Training	550 000.00	700 000.00	728 000.00	757 120.00
Uniforms and Safety Clothing	227 995.10	238 000.00	247 520.00	257 420.80
Title deed for TPS	100 000.00	150 000.00	150 000.00	-
Town Surveying	150 000.00	200 000.00	100 000.00	-
Ward Committee	45 087.72	250 000.00	260 000.00	270 400.00
Youth Development	350 000.00	1 200 000.00	1 248 000.00	1 297 920.00
Workshop, Conferences and Meetings	454 203.16	485 000.00	504 400.00	524 576.00
Women gender programme	20 000.00	250 000.00	260 000.00	270 400.00
Sport achievers awards	40 000.00	40 000.00	41 600.00	43 264.00
Grade 12 Exam prayer	-	18 000.00	18 720.00	19 468.80
Grade 12 best achievers awards	30 000.00	30 000.00	31 200.00	32 448.00
Valuation Roll	100 000.00	100 000.00	104 000.00	108 160.00
By-laws for roads and public access	-	100 000.00	104 000.00	108 160.00
Excellence Awards for Councilors	100 000.00	-	-	-
SDF	-	452 000.00	470 080.00	488 883.20
Public participation	-	150 000.00	156 000.00	162 240.00
Public participation	-	150 000.00	156 000.00	162 240.00
IT Consulting	436 800.00	240 000.00	-	-
Travelling Agency	170 352.86	200 000.00	208 000.00	216 320.00
Consulting Fees	1 800 000.00	2 800 000.00	832 000.00	865 280.00
Ward committees Allowences	811 000.00	1 056 000.00	1 098 240.00	1 142 169.60
	24 297 208.98	33 384 375.76	32 545 550.79	33 752 112.82

9.8 CAPITAL EXPENDITURE

9.8.1 NEW ASSETS

The budget for capital expenditure estimated to be R24.4 million. This budget consist of the purchase of Computers, Vehicles, Furniture and Equipment, Plant and equipment, construction of halls, and roads

The funding for capital expenditure would be as follows

- R22.6 million from MIG grant
- R1 845 000 internally generated funds

Internally generated funds would be funded by the income received / generated from municipal operating revenue (property rate, rentals etc.) which is not committed to any purpose. Internal generated funds would fund the following assets

- Furniture and equipment R70 000
- Computers R275 000
- Plant and Equipment R100 000
- Vehicle (Technical) R1400 000

9.8.2 REPAIRS AND MAINTENANCE

The municipality doesn't have plans to renew existing assets. And this is not going to defeat the on-going concern of the municipality.

9.9 CASH FLOW MANAGEMENT

The cash and cash equivalent balance in the 2015/16 AFS is R22.8 million. Cash and cash equivalent at the end of the 2016/17 financial year is projected and expected to increase to R28.1 million. The projections is estimated based on the April 2017 investment register balance, current bank accounts balances (ABSA and FNB) and forecast May to June 2017 operating expenditure and capital expenditure. The cash and cash equivalent balance at the end of 2017/18 financial year expected to be R28.7million.

9.9.1 CURRENT PLANNED AND BORROWINGS

The municipality has budgeted to finance the acquisition of motor vehicle through the finance lease agreement. Since the loan acquired in a form of finance lease agreement they is no inflow in the cash flow statements. The 2016/17 budgeted repayment of borrowings shown in the tables related to the statement of cash flow are the repayment of current finance leases which is ABSA and Wesbank, and the anticipated finance lease of R3000 000. The amortisation table for anticipated lease was prepared in accordance and the 2016/17 budgeted repayment of borrowings is based amortisation tables.

9.10 GRANT DEPENDENCY

YEAR	GRANT DEPENDENCY
2010	91%
2011	86%
2012	84%
2013	83%
2014	83%
2015	83%
2016	87%

Table 21: Grant Dependency

9.11 INDIGENT SUPPORT

An Indigent Policy is in place as part of the Debt Collection and Credit Control Policy, and the municipality is in the process of registering indigent households. Once the process has been completed the municipality will then be in a position to compile an indigent register. Lessons already learnt with indigent registration point out to the fact that the municipality has to set its policy framework and communicate it to residents to enable them to play their role in the process, which is to come to the fore and register on the indigent register. The municipality has devised innovative means of identifying indigent households using ward committee structures, but it has proven difficult to reach each and every household. A challenge also remains in terms of balancing the budget that national government provides to the municipality to cater for the poor sections of the society as part of the equitable share and the number of the people that are defined as indigent locally as there is no universal threshold for the indigent.

The following financial characteristics, issues and challenges impact on the future development of the municipality and still require attention:

- A need to develop a financial strategy that will assist in enhancing a revenue base and to ensure financial viability of the Council.

- Expediting the formalization of the Maphumulo Town create a rates base for the municipality and attract investment to stimulate economic growth and development.
- The municipality has to comply with the legislation and regulations requiring budget reform, the implementation of GAMAP, sound financial management, and financial reporting.

9.12 REVENUE ENHANCEMENT AND PROTECTION SERVICES

The Revenue Enhancement Strategy will be developed in 2016/17 financial year.

9.13 SUPPLY CHAIN

Maphumulo Municipality has established all SCM Bid Committees which are functional and guided by the SCM Policy, prepared and adopted by the Council

9.14 AUDIT

YEAR	AUDIT OPINION
2015	Unqualified Audit Opinion
2014	Unqualified Audit Opinion
2013	Unqualified Audit Opinion
2012	Unqualified Audit Opinion
2011	Unqualified Audit Opinion

Table 22: Audit Opinions

9.15 SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • Dedicated personnel 	<ul style="list-style-type: none"> • Lack of revenue enhancement strategy. • Absence of a revenue base. • Grant dependency • Staff turnover • Ability to spend grants.
OPPORTUNITIES	THREATS

- | | |
|--|---|
| <ul style="list-style-type: none">• Improvement in audit opinion• Compliance with Acts and regulations• Generate revenue | <ul style="list-style-type: none">• Lack of revenue |
|--|---|

Table 23: SWOT ANALYSIS – Finance

SECTION J GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Maphumulo Municipality is comprised of 11 wards with 11 ward Councillors. All wards are constituted of ward committees which are chaired by the ward Councillor of that particular ward. Ward committees are established in terms of section 73 of the Local Government Municipal Structures Act, Act 117 of 1998. This structure is important in fulfilling the requirements of community participation envisaged in chapter 4 of the Local Government Municipal Systems Act, Act 32 of 2000.

One ward has been declared non-functional due to the non-attendance of meetings by its members. The municipality has also undertaken the process of filing the vacant posts of ward committees and is in the process of conducting by-elections to fill the vacancies. The process has already started but has been delayed by the fact that the officials from the IEC are busy with the preparations of the National elections. The municipality holds the by-elections together with IEC.

10.1 IMPLEMENTATION OF SUKUMA SAKHE

The Operation Sukuma –Sakhe was launched in July 2009 as the key provincial anti-poverty strategy grounded on the philosophy of an integrated service delivery model. The local task team for the municipality has managed to establish Ward Task Teams in all war rooms, which are functional, subject to the following challenges;

- Poor attendance of stakeholders in war room meetings
- Lack of resources such as electricity and computers at war rooms
- Lack of research expertise by volunteers who are conducting profiling
- Lack of human resources especially for analysis, capturing and other administrative

The above mentioned challenges result in late submissions for filled questionnaires to the District Task Team and it also result in unreliable information that is collected through household profiling.

In an attempt to address the mentioned challenges Maphumulo Municipality and the Department of Social Development appointed unemployed graduates with community development qualification to properly implement the programme.

Other employment opportunities are provided through capital projects that are implemented throughout the municipal area. Hopefully the appointment of interns will improve the administration of the programme as well the delivery of the required services.

10.2 IGR

Intergovernmental Relations (IGR) as provided by the Intergovernmental Relations Framework Act, 2005 prescribes the requirements for ensuring a co-operative and coordinated service delivery within all 3 spheres of government.

The organogram below illustrates the hierarchy of the IGR structures implemented by the family of municipalities within iLembe

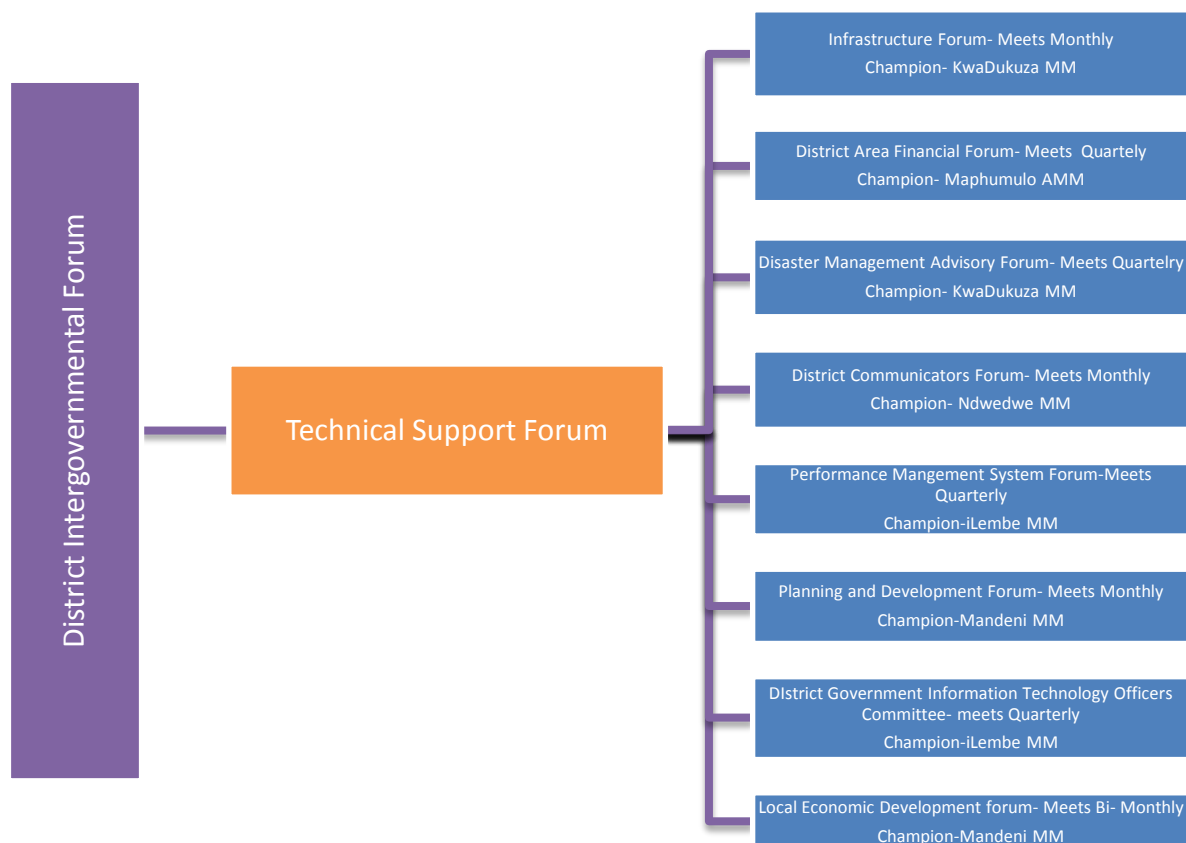


Figure 8: IGR Structure

10.3 MUNICIPAL STRUCTURES

10.3.1 WARD COMMITTEES

The municipality has 11 ward committee comprised of 1 member each. They are constructed in terms of the Municipal Structures Act and play a vital role in communicating the aspirations and concerns of the community to the Council. These structures are in the process of formulating Ward Based Planning with the assistance from COGTA. Their activities is regulated by the ward operation plan which details how and when they should meet and deliberate on community issues. Currently one ward committee is non-functional and its issues are being attended to with the assistance from COGTA.

10.3.2 IDP REPRESENTATIVE FORUM

Represents all stakeholders and is as inclusive as possible. Efforts are continuously made to bring additional organisations into the RF and to ensure their continued participation throughout the IDP process. The representative forum will meet as indicated in the IDP Action Plan and Programme.

The composition of this Representative Forum is as follows:

- Councillors
- Traditional leaders
- Ward Committee representatives
- Senior municipal officials
- Stakeholder representatives of organised groups
- Advocates of unorganised groups
- Resource persons
- Other community representatives
- National and Provincial Departments regional representatives
- NGO's
- Parastatal organisations
- iLembe District Municipality

10.3.3 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

This committee is formed in terms of section 79 of the Municipal Structures act and reports directly to Council. It meets quarterly to deal with financial issues as well as preparing the oversight Report to Council. It is responsible to make sure that the financial affairs of the municipality are in good state.

10.3.3 AUDIT COMMITTEE

This committee is formed in terms of the Municipal Financial Management Act to thoroughly scrutinize the affairs of the municipality and hold management to account for any irregularities that may have occasioned. It is comprised mostly of outside people with expertise and meets at the minimum of four times a year. Its duties also includes commenting on the annual Report and managing the functioning of internal audit.

10.3.4 INTERNAL AUDIT UNIT

This unit is required in terms of the MFMA to give assurance about the activities of the municipality and whether internal controls are functioning as intended. In our

municipality this unit outsourced to the outside firm. The unit prepares a three year rolling internal audit plan which is risk based. It is this plan that determines what the unit will be doing during the financial year. The unit operates in terms of the internal audit charter. The unit reports functionally to the Audit Committee and operationally to the municipal manager-

10.4 MUNICIPAL BYLAWS AND POLICIES

Policies	Completed	Adopted	Adoption year	Date of next review
Supply Chain Management Policy	√	√		
IDP Process plan	√	√	2015	30 Sept 2014
Indigent Policy	√	√	2015	
Employment Equity Plan			2014	2016/17
Skill Development Plan	√	To be adopted	2014	2016/17
Fleet Management Policy				2016/17
Study leave				2016/17
Telephone and Cell phone Policy				2016/17
Annual leave policy				2016/17
Acting allowance policy				2016/17
Overtime policy				2016/17
Remuneration policy.				2016/17
Recruitment and retention policy.				2016/17
Cash Management and Investment Policy				2016/17
Performance Management Policy				2016/17
Asset Management Policy				2016/17
Advertising Policy				2016/17
Tariff Policy				2016/17

10.5 PUBLIC PARTICIPATION

Communication Strategy is out-dated and will be reviewed in the 2017/18 financial year.

10.6 PROJECT MATRIX

Focus Area	Projects	Responsible department
Corporate Services	Clean and accountable administration	Finance
	Enhance Policy coherence for sustainable institution	Corporate Services
	Functional municipal committees	Corporate Services
	Auditing structures	Office of the Municipal Manager
	Communication and public participation strategy	Corporate Services
	Customer satisfaction survey	Corporate Services
	Municipal news letters	Corporate Services
	Municipal events	Corporate Services
	Number of ward committee meetings held	Corporate Services
	Training	Corporate Services

Table 35: Project Matrix – Good Governance & Public Participation

10.7 SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> Efficient ward committee system through continuous training Strong and continuous community engagement and participation during the IDP formulation process Good relations with the community Effective community engagement/consultation and participation via community meetings and ward committees 	<ul style="list-style-type: none"> Poor level of Service delivery by contractors. Inadequate human resource capacity Lack of critical skills amongst local people Difficulty to retain and lure skilled people to work for the Municipality (as situated in rural area). Uneven topography making it difficult to access and render services. Records management system not effective No Indigent register to easily identify poorest communities for assistance coordination. Poor oversight role by Council structures SCM policies not fully implemented Poor road conditions to reach community for communication and service delivery
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> CDW's (available resource at local ward level) to assist with reporting Enhanced service delivery Increase in participation by youth 	<ul style="list-style-type: none"> Inefficiency to municipal systems as a result of non-implementation of SCM policies Inability to attract qualified and experienced personnel hugely hinders service delivery Lack of records management system may result to loss of important documents Poor service delivery due to inadequate funding.

Table 24: SWOT ANALYSIS - Public participation

SECTION K – SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

11.1 ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

The Economic Development and Planning Directorate was established in 2015. In succession, the Director was appointed and resumed office on the 01ST July 2015. In comparison to the above mentioned departments, capacity constraints are common difficulties experienced by the Municipality. Nevertheless, DPSS still functions to argument such challenges. Most recently, the Senior Planner (shared between Maphumulo and Ndwedwe local Municipalities) commenced with the host Municipality in May 2016. Sustained personnel still include the Chief Planner, GIS Specialist, Environmental Specialist and the GIS Technician.

11.1 2015/16 RE- DEMARCATION

In preparation for the upcoming 2016 national elections, the Municipal Demarcation Board (MDB) has initiated a ward delimitation process across all municipalities in the Republic.

Following the findings from the analysis of the state of municipalities in South Africa, the Provincial Government has evoked Section 22 of the Municipal Demarcation Board to include two wards into Maphumulo Municipality which are the jurisdiction of UMvoti Municipality (ward 5 and 6).

The first draft of ward delimitation workshop was conducted towards the end of 2014 whereby political representative, speakers and municipal officials from iLembe Family of municipalities came together to determine the new proposed ward boundaries together with the Municipal Demarcation Board representatives.

Detailed public consultation meetings, per local municipality, took place during March 2015 whereby proposed re-determinations were presented. This meeting was attended by municipal stakeholders including sector departments, ward councillors, ward committees, and municipal officials who were able to share their inputs regarding the proposed ward boundaries.

This process resulted in some of the internal wards for the municipality being re-determined. However, after the full consultation process, the MDB refused the inclusion of Wards 5 and 6 of uMvoti into Maphumulo LM.

The outside figure of Maphumulo Local Municipality has remained unchanged. The no of wards between 2010 and 2016 have also remain unchanged i.e. there are still only eleven (11) wards. What has changed is the alignment of these wards.

The 2010 ward boundaries are shown in a red outline whereas the 2016 wards are shown in the different pastel shades.

The changes noted are as follows:

2016 Ward No	How has it changed?
1	Forms only a part of the old Ward 1 and includes a very small part of old Ward 2.
2	Incorporates balance of the old Ward 1 and a portion, but not all of the old Ward 2.
3	Incorporates most of the old Ward 3, but includes bits of the old 2 and old Ward 6.
4	Remains unchanged between new and old.
5	Comprises the full extent of the old ward 5 plus includes a portion old Ward 2.
6	Includes most of the old Ward 6, but also a small portion of the old Ward 3
7	Almost fully aligned to the old Ward 7, but includes a very small portion of the old ward 8.
8	Almost fully aligned to the old Ward 8 boundary, but loses a small portion to the new Ward 7 boundary.
9	Remains unchanged between new and old.
10	Remains unchanged between new and old.
11	Remains unchanged between new and old.

Table 25: Municipal Demarcation



11.2 SPLUMA READINESS

The family of municipalities have made steady strides in terms of SPLUMA readiness. The establishment of the Joint Municipal Planning Tribunal (JMPT) is in terms of Chapter 2, Part C - Regulation 4 of the SPLUMA Regulations, wherein by agreement, two or more municipalities can establish a JMPT Tribunal. The JMPT model was in terms of the recommended structure, each municipality will continue to operate its own registry function (i.e. receipting of applications and will largely use its existing staff and structures, to meet the requirements of SPLUMA. The JMPT is inclusive of Maphumulo, Ndwedwe and Mandeni local municipalities. Detailed progress is indicated below.

SPLUMA REQUIREMENT	PROGRESS
Functionality of the JMPT	29 th June 2016 (Induction meeting) 30 th September 2016 09 December 2016
Authorised Officer	Performed by the Chief Town and Regional Planner – Development Planning Shared Services.
Appeal Authority	Recommended that the Executive Committee serves as the Appeal Authority.
SPLUMA Delegations	Amended and adopted.
Categorization of applications	Utilised the standard Categorisation of applications listed in Schedule 5 of the SPLUMA Regulations.
SPLUMA Bylaw	Planning by-law has been advertised, adopted and gazetted.

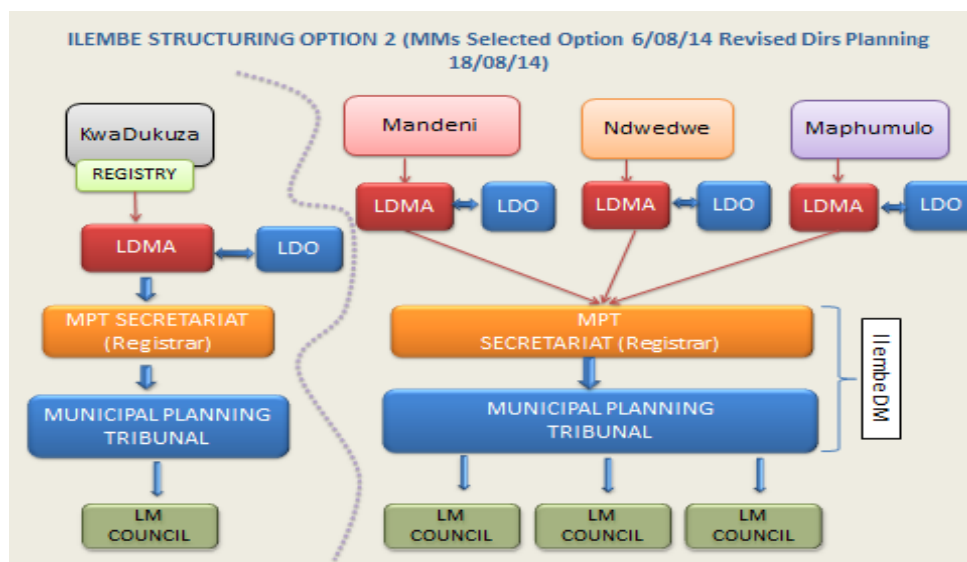


Figure 9: SPLUMA MPT Model

11.3 SPATIAL DEVELOPMENT FRAMEWORK

In terms of Section 26(e) of the Municipal Systems Act, Act No. 32 of 2000, (MSA) Chapter 5 lists an SDF as a core component of an Integrated Development Plan and requires that the SDF provides basic guidelines for the development of schemes in Municipalities. Section 24(1) requires Municipalities to align their planning with National and Provincial planning, as well as with that of neighbouring Municipalities.

In 2013, the municipality began the process to review the Spatial Development Framework as part of the IDP requirement. The Municipality has an SDF document that has been adopted by council in May 2014. The SDF aims to provide guidelines in terms of current and future developments in the Municipality aligned with National, Provincial and the recently adopted iLembe Regional Spatial Development Plan.

In preparation for the new financial year, the SDF will be reviewed to ensure further alignment to new projects and programmes that have been incorporated in the IDP



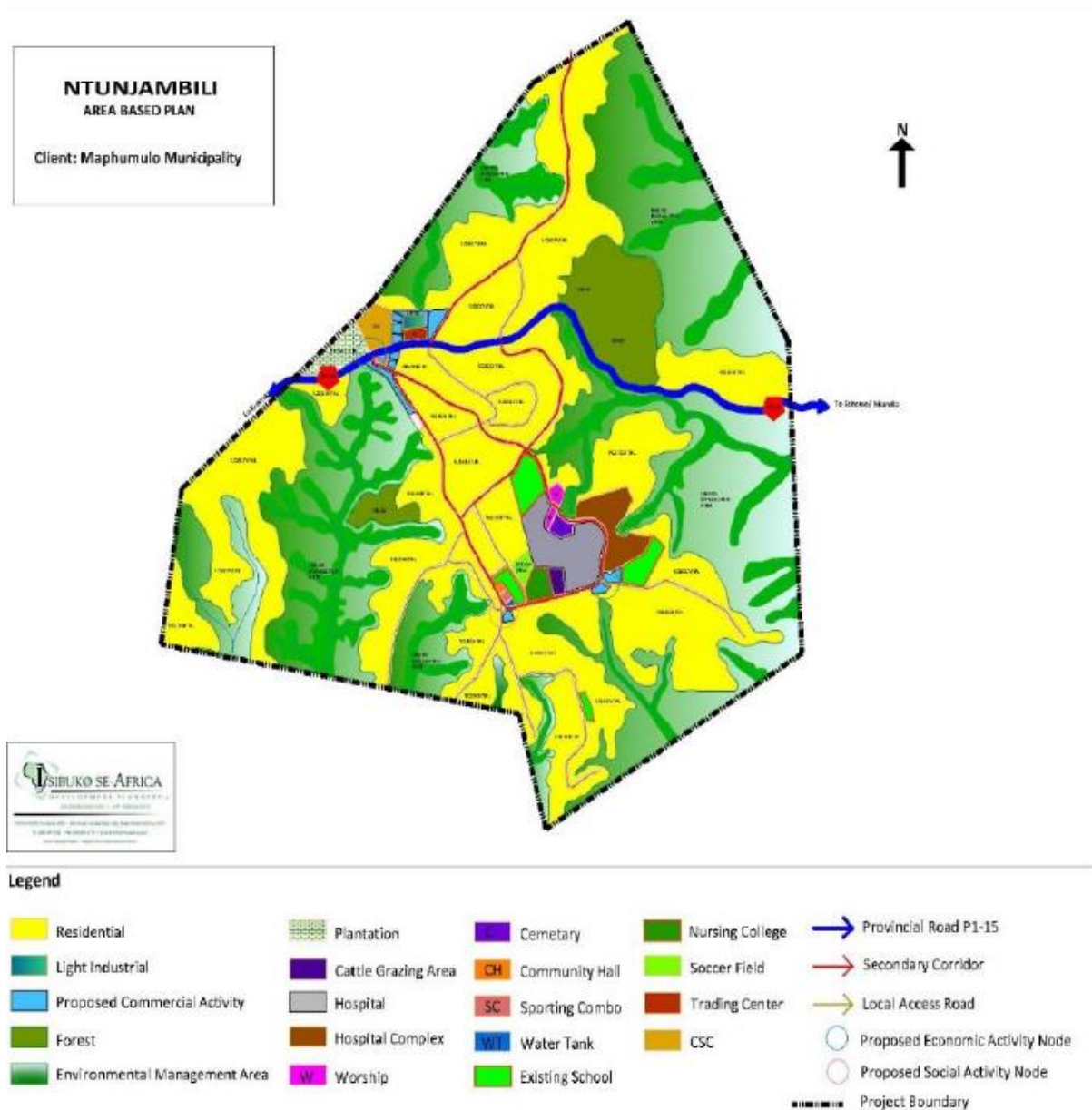
11.4 NTUNJAMBILI AREA BASED PLAN

Ntunjambili forms part of the Ngcolosi Traditional Council area and is accessed off P15-1 linking Kranskop to the south and Nkandla and Eshowe to the north. The settlement is located above the escarpment, after which the slope drops sharply towards the UThukela River at the bottom.

Ntunjambili has a rich history dating from the era of King Shaka Zulu and the formation of the Zulu-Nation through wars of resistance against the invasion of Zululand by the Voortrekkers to the introduction of Christian religion through missionaries. However, most of this remains untapped and poorly developed as heritage and tourism products.

Over the last few years, Ntunjambili has grown substantially with a number of households locating within the area. This could be attributed to the now defunct shoe factory which created a perception of employment opportunities, better access to public facilities such as public hospital and schools, relatively good road access (both local and regional), improved access to basic services such as electricity and water, and proximity to Kranskop Town.

Through the assistance from CoGTA – KZN, Maphumulo received a grant fund from the Department to prepare an Area Based Plan for the area of Ntunjambili. In December 2013, the ABP was successfully adopted by Council. Moving forward the ABP forms an integral part of a suite of plans that will guide the transformation and future development of Ntunjambili area into a sustainable human settlement. It is a flexible and adaptable plan that will be reviewed continuously to cater for changes in development trends and patterns, progress with the implementation of the plan and strategic planning as undertaken by Maphumulo Municipality. As such, the municipality will monitor and assess the impact of the NABP on development.



Map 30: Ntunjambili ABP

11.5 RURAL NODES FRAMEWORK

iLembe District Municipality received a grant fund from the Department of Cooperative Governance and Traditional Affairs (CoGTA) to prepare the iLembe Rural Nodes Framework as a response to tackling the challenges that rural areas of the District are plagued with as well as pave the way for the implementation of various strategies with the purpose of improving the quality of life of inhabitants and foster conditions that promote economic growth and development. These challenges include population decline, high rates of unemployment, spatial disjuncture, the lack of basic services, and lack of access to economic opportunities, amongst many. The project has identified KwaMxhosa Node to be an area of focus in Maphumulo Local Municipality, this node is located on western part of Maphumulo and is situated along R74 which is the primary corridor. R74 provides linkages to other nodes and the surrounding areas within Maphumulo municipality like Nhlanomfula node, Maphumulo node, Mphumulo and progressing to Stanger on the south and Greytown

to the north. KwaMxhosa is classified as a growth point area and consist of facilities like taxi rank, school, shops, clinic, library, factories, local radio station etc.

KwaMxhosa Node is located in the western region of the Maphumulo Municipality, at an intersection on the R74 and forms part of Ward 5. In terms of the Maphumulo SDF Review 2014/15 KwaMxhosa is acknowledged as a secondary node that has potential to contribute immensely to the growth of the Municipality. This node has an opportunity to unlock the housing and economic backlogs in the entire area of Maphumulo. Development of medium density housing and appropriate services like water, electricity, sanitation etc. in this area will possibly support and capacitate the functions of the already existing facilities in the area. The success of this node will bring in the development in the area, create job opportunities, and reduce poverty and level of dependency to government incentives. Its location along the primary corridor will also increase its competitiveness, improve the spatial economic base and potentially enlarge to adjacent high potential agricultural land. Hence access to these services and infrastructure development will attract investments, achieve sustainable threshold, build social development and increase functionality of the node and the entire municipality.

11.6 RURAL SCHEME (WALL TO WALL)

The preparation of the Maphumulo LUMS was informed by the need to promote co-ordinated, harmonious, and environmentally sustainable development. A land use management system, in its broader sense, refers to all of the actions required by a municipality to manage land. Some of the key elements of a comprehensive land use management system are as follows:

To effectively manage and endorse land use management practices, Maphumulo has initiated the rural scheme (wall to wall) in the 2016/17 financial year. The project commenced in January 2016 and is envisioned to be completed before the end of the financial year.

11.7 MAPHUMULO TOWN

The Department of Co-operative Governance and Traditional Affairs (CoGTA) have a constitutional mandate to support municipalities in fulfilling the targeted outputs and achieving the outcomes of improving the livelihood of their communities.

National and Provincial policies provide clear and compelling mandates for Provincial Government to support small and rural municipalities with the rehabilitation of small towns as local centres of economic activity.

As a result, CoGTA introduced the Small Town rehabilitation Programme aimed at making the small towns more attractive for investment as part of Rural Development in line with priorities of National and Provincial government.

During the 2010/11 financial year, Maphumulo Municipality was a beneficiary of the above mentioned programme and accordingly selected as one of the 13 towns which received technical and financial assistance from the Department.

Successively, the following has been achieved;

- In **2011**, the General Plan for Maphumulo Township was approved by the Surveyor-General and the township now lies on Erf 1 – Maphumulo.
- In **2012**, the Municipality adopted a town planning scheme over the township to manage and regulate the land-uses on the properties making up the township.
- In **2014**, the valuation roll was extended to the township for purposes of rating properties.
- In **2015**, the town was registered as a township at the deeds office under general plan number 249/2005.
- In **2016**, amendments to the Immovable Property Disposal Property were adopted. Moreover, the Land Disposal Committee was established and is currently functional.
- In **2017**,

11.8 GEOGRAPHIC INFORMATION SYSTEMS

The municipality has full access to GIS, through the Development Planning Shared Services (DPSS) programme. In terms of personnel, a GIS Specialist and a GIS Technician provide support to the various business units and public within the municipality. The GIS function is housed under the Development Planning Directorate.

In terms of operations, Maphumulo LM has a fully paid up software license agreement with ESRI South Africa and have just recently acquired an A0 plotter. GIS A0 maps are also printed at the District when necessary.

GIS has provided support and continues to form an integral part in the following projects and PSC's:

1. Disaster Management Incident Mapping
2. Land Disposal Project within the Maphumulo Town
3. Maphumulo Valuation Roll Project
4. Urban Land Use Scheme
5. Maphumulo Rural Scheme
6. Area Based Planning
7. Spatial Development Framework
8. Municipal Demarcation Applications
9. Mapping projects involving the use of Statistics South Africa data
10. Environmental Management
11. Human Settlements in conjunction with the provision of Water and Sanitation

A GIS policy and strategy document, which clearly spells out the functions of the GIS unit is currently in its draft form and will need to be workshoped with affected stakeholders. Thereafter, it can be sent through the approval channels within the municipality so that it becomes an adopted policy. Once adopted, the municipality will also be able to generate revenue from the sale of customized mapping products that the public and consultants may require. This also needs to be done in conjunction with the policy of the District to ensure alignment.

In terms of data acquisition, KZN COGTA has agreed to fly the entire municipality and provide colour aerial photography at 0.3m spectral resolution, including contours. The project was unfortunately delayed, due to various reasons, however the project is currently underway and a deliverable is expected in June 2017.

GIS is currently working closely with the Disaster Management and Technical Services business units of the municipality. It is anticipated that by spatially mapping all disaster incidents, that the team will be able to predict the likelihood of certain incidents taking place and thereby putting appropriate measures in place to mitigate these incidents. It is expected that more GPS capture projects are initiated in-house, thereby also increasing the accuracy of the information on hand, thus allowing the municipality to make better informed planning decisions. The District has acquired 3 handheld GPS units which can be used for these field capture exercises.

11.9 ENVIRONMENTAL PLANNING

It is the Constitutional right for every South African citizens to live in an environment that is not harmful to their wellbeing, which is the responsibility of every institution responsible for environmental management. It is critical as well for the environmental management to be undertaken with the understanding of the objectives of sustainable development, which is a development that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs.

To give effect to Section 24 of the Constitution, the National Environmental Management Act, (Act 107) of 1998 came into effect, as framework upon where environmental management activities are to be undertaken. In addition to this policy framework, a number of other pieces of legislation have been established to assist in the management of the country's natural resources. There are also other international policies such as Agenda 21, Sustainable Development Goals, Rio Declaration on Environment and Development, Statement on Forest Principles, United Nations Framework Convention on Climate Change, and United Nations Convention on Biological Diversity.

In order to understand the objectives of the Sustainable Development and of Chapter 28 of Agenda 21 the Department of Environmental Affairs has developed a strategy (National Strategy for Sustainable Development), with goals and targets, which consists of the following themes:

- a) Enhancing systems for integrated planning in meeting sustainable development objectives
- b) Sustaining our ecosystems and using natural resources efficiently which include habitat loss, biodiversity management, protected areas, hydrological features, air quality management, and waste management
- c) Responding effectively to climate change
- d) Towards a green economy
- e) Building sustainable communities

11.10 PROMOTING INTEGRATED PLANNING AND PROCESSES

Chapter 3 of the Constitution promotes integrated planning and cooperative governance. The view is that integrated planning assist government institutions to achieve alignment of programs designed to assist communities. It is also provide an opportunity for sharing resources and avoiding duplication of projects within the one community, thus achieving sustainable development. Therefore, in order to meet the objectives of sustainable development it is critical to enhance systems for integrated planning which should include issues of effective governance and institutional structures. This should include the development of forums from national, provincial, and district level. To date, the Municipality is participating in structures indicated in the table below;

Structure	Objective Of The Structure	Stakeholders	Frequency
Planning Development Forum	To discuss wide range of issues affecting Planning and Environmental Management.	DEA, EDTEA, DCOGTA, DMR, DWA, IDM, LM	Monthly meetings
Municipal Waste Management Forum	To discuss waste management issues including the implementation of the Waste Act and other legal compliance matters by other policies.	EDTEA, IDM, Mandeni and KwaDukuza LMs,	Quarterly
District Disaster Management forum	<ul style="list-style-type: none"> To discuss the Disaster Management issues within the District including the Local Municipality. To also align Disaster Management issues with the climate change programme 	EDTEA, DCOGTA, IDM, LMs	Quarterly
KZN CLIMATE CHANGE COMPACT	Discusses issues of climate change and impacts to the participating Municipalities	eThekweni, Ugu, King Cetshayo, uMgungundlovu, iLembe, uMdoni, KwaDukuza, Mandeni SALGA, DEDTEA	Quarterly meetings

Table 26: Environmental Planning

11.10 BIODIVERSITY MANAGEMENT

The National Environmental Management Act, Act 107 of 1998 together with the National Environmental Management Biodiversity Act, 2004 provide for the effective protection and controlled utilisation of the natural resources. In addition, the NEM: Biodiversity Act also provides for the development of:

- **The National Biodiversity Framework:** A National Biodiversity Framework to guide all strategic development planning process regarding the integration of biodiversity planning and monitoring in South Africa and these binds all organs of the state, at national, provincial and local authorities.
- **Bioregional Plans:** Bioregional plans highlight critical areas requiring conservation action. The iLembe Biodiversity Sector Plan has been developed by Ezemvelo KZN Wildlife to partly fulfil this objective.
- **Biodiversity Management Plans:** Biodiversity Management Plans (BMPs) would operate at a finer scale than Bioregional Plans and are focused on threatened ecosystems and species, and areas important for migratory species and wetland birds.
- **Biodiversity Management Agreements:** Biodiversity Management Agreements are to implement any Biodiversity Management Plan, and in nature to formalise a relation between government and other parties.
- **The identification, listing and promotion of threatened or protected ecosystems.**
- **Alien invasive species control plan and enforcement.**

The iLembe District has finalised the regional Environmental Management Framework (EMF) which indicates a number of critical biodiversity occurring within the Maphumulo Municipality. In addition, the iLembe Biodiversity Sector Plan (BSP) has been finalised by the Ezemvelo KZN Wildlife, as an institution responsible for biodiversity management. This a planning tool will be used to manage biodiversity, and as a precursor to a bioregional plan, which is required as per Section 48 of National Environmental Management Biodiversity Act, 2004 and the Bioregional Guidelines (DEAT, 2009).

11.10.1 IDENTIFICATION AND MAPPING OF IMPORTANT BIODIVERSITY AREAS

The EMF and BSP will assist the Municipality to set out the baseline information for the conservation of the critical biodiversity within the iLembe and the Maphumulo Municipality, specifically. A map below indicates the **Critical Biodiversity** and **Ecological Support Areas** occurring within the Maphumulo Municipality.

11.10.2 PROTECTED AREAS AND STEWARDSHIP PROGRAM

Currently there is no protected areas within the Municipality. The Environmental Framework identifies a number of areas having a conservation values. It has been recommended that such areas be incorporated under the stewardship program.

The intention is to encourage the community to enter into nature conservation agreements with Ezemvelo KZN Wildlife who are responsible for biodiversity

management and are the custodians of the Stewardship program. Such areas are located in wards, 1, 3 4, 5, and 6 as per the map below.

11.11 NATIONAL PROTECTED AREAS EXPANSION STRATEGY

The main objective of the National Protected Area Expansion Strategy (NPAES) is to achieve cost-effective protected area expansion for ecological sustainability and increased resilience to climate change. It sets targets for protected area expansion, which include having 50% of land protected by 2020. It also provides maps of the most important areas for protected area expansion, and makes recommendations on mechanisms for protected area expansion. Using systematic biodiversity planning techniques, the NPAES identified 42 focus areas for land-based protected area expansion. Currently there no area identified within the Maphumulo Municipality for NPAES.

11.11.1 ALIEN CLEARANCE PROGRAMME

A Programme has been initiated by the Municipality through the Expanded Public Works and is funded by the Department of Public Works. The Programme has employed approximately 54 beneficiaries.

11.13 WATER MANAGEMENT

11.13.1 WETLANDS

The Wetland Assessment programme undertaken at a District level will provide information on the status of a number of wetlands occurring within the jurisdiction of Municipality. Wetlands requiring the improvement will be identified and be included as part of the Working for Wetland / Water program.

11.11.2 PROGRAMMES TO WATER MANAGEMENT

It has been noted recently that the iLembe District, including Maphumulo Municipality, has been severely hit by the drought. Although provision of water is the function of the District, it is critical for the Municipality to come up with some intervention programmes aiming at preserving the water resources available within the Municipality. It is also critical for the Municipality to come up with some programmes aiming at identifying other sources of water available within the Municipality. Alternative sources of water to be investigated may include, encouraging rainwater harvesting, construction of small reservoirs (especially for the upcoming housing projects) and promoting water reclamation and reuse. In addition, the following need to be addressed:

- River corridor protection measures in the form of an open space plan;
- Need to maintain all those river resources classified as fair to good;

- Need to prioritise Freshwater Ecosystem Priority Areas (FEPAs) against major and cumulative development impacts (all significant Tugela River tributaries ecosystems);
- Need to minimize the impact of subsistent farming use at water resources; and
- Need to improve alien vegetation control.

11.12 WASTE MANAGEMENT

Waste management, in general entails waste collection, temporary storage, transportation, recycling and disposal. NEM: [Waste Act](#) (Act No. 59 of 2008), came into effect, and amongst other objectives, to manage provision of waste services within Municipalities. As such Municipalities are to comply with a number of sections of the Act, as discussed below:

NEM: WA SECTION	DESCRIPTION	STATUS
Section 10 (3)	The National Department, Provinces and Municipalities are required to designate waste management officers (WMOs) to responsible for waste management within their respective institutions to ensure that there is constant communication between all three spheres of government on the implementation of the Waste Act. This must be done in writing to the MEC / Minister.	Currently there is no WMO designated by the Municipality.
Section 11	Section 11 of the Act compels institutions responsible for waste management to develop an Integrated Waste Management Plan (IWMP).	Maphumulo Municipality has finalised its IWMP and has been approved by council in 2015.
Section 60 & 63	Section 60 & 63 of the Waste Management Act requires Municipalities to report about waste which requires the development of waste information management system.	Currently there is no waste information management within the Municipality. This activity will be completed during the 2016/17 financial year.

Table 27: Waste Management

Section 6 (1) of the Waste Act establishes a National Waste Management Strategy for achieving the objects of the Act and it has got six goals. Municipalities should comply with these goals and the table below discussed how Maphumulo Municipality is performing against the targets set by the **Strategy**:

Goal	Description	Targets 2016	Status Quo
Goal 1	Promote waste minimisation, re-use, recycling and recovery of waste.	<ul style="list-style-type: none"> 25% of recyclables diverted from landfill sites for re-use, recycling or recovery. All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes. Achievement of waste reduction and recycling targets set in IndWMPs for paper and packaging, pesticides, lighting (CFLs) and tyre industries 	<ul style="list-style-type: none"> No waste minimisation, reuse, recycling and recovery programme is currently in place within the Municipality
Goal 2	Ensure the effective and efficient delivery of waste services.	<ul style="list-style-type: none"> 95% of urban households and 75% of rural households have access to adequate levels of waste collection services. 80% of waste disposal sites have permits. 	<ul style="list-style-type: none"> Approximately 20 % of households within the Municipality receive basic waste collection services
Goal 3	Grow the contribution of the waste sector to the green economy.	<ul style="list-style-type: none"> 69 000 new jobs created in the waste sector 2 600 additional SMEs and cooperatives participating in waste service delivery and recycling 	<ul style="list-style-type: none"> No permanent jobs has been created within the Municipality. 14 temporary jobs have been created within the Municipality

			<ul style="list-style-type: none"> No SMEs or cooperatives participating yet.
Goal 4	Ensure that people are aware of the impact of waste on their health, well-being and the environment.	<ul style="list-style-type: none"> 80% of municipalities running local awareness campaigns. 80% of schools implementing waste awareness programmes. 	<ul style="list-style-type: none"> Approximately 30 % awareness campaigns have been undertaken throughout Municipality 20 % of schools within the Municipality are currently implementing waste awareness programmes
Goal 5	Achieve integrated waste management planning.	<ul style="list-style-type: none"> All municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs. All waste management facilities required to report to SAWIS have waste quantification systems that report information to WIS. 	<ul style="list-style-type: none"> The Municipality has finalised the IWMP and approved by the council Currently no waste quantification systems that report information to WIS is currently in existence.
Goal 6	Ensure sound budgeting and financial management for waste services.	<ul style="list-style-type: none"> All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective tariffs. 	There is a budget allocated for the provision of waste services within the Municipality

Goal 7	Provide measures to remediate contaminated land.	<ul style="list-style-type: none"> Assessment complete for 80% of sites reported to the contaminated land register. Remediation plans approved for 50% of confirmed contaminated sites. 	Municipality is currently identifying illegal dump sites through the Youth Job in Waste program.
Goal 8	Establish effective compliance with and enforcement of the Waste Act.	<ul style="list-style-type: none"> 50% increase in the number of successful enforcement actions against non-compliant activities. 800 EMIs appointed in the three spheres of government to enforce the Waste Act. 	No EMIs are appointed within the Municipality

11.12.1 IMPLEMENTATION OF IWMP

As per the requirements of the Waste Act, Maphumulo Municipality has finalised its Integrated Waste Management Plan and is implemented by the Municipality.

Project	Actions	Priority Rating	2017	2018	2019	2020	Budget
Management and resourcing	Designate a Waste Management Officer in terms of the Waste Act.	High	X				
	Review organogram based on the needs of fulfilling the requirements of this IWMP.	High	X				
	Create and fill waste management post as required.	High		X			
Waste information management	Establish an appropriate Waste Information System for sourcing, collating, storing and reporting required information including: <ul style="list-style-type: none"> Information required in terms of the by-laws. Collection tonnages Disposal certificates Facility permits. 	High	X				
	Review Waste Information Regulations and comply.	Medium	X				
	Register MLM on SAWIS and report tonnages.	High	X				
	Review of complaints management system: Update the complaints register used by the MLM. All complaints should be logged electronically and details of actions taken to address complaints should be registered.	Low	X				
	Undertake bi-ennial characterisation of domestic waste stream.	Low		X		X	
Enforcement of waste management by-laws	Develop an enforcement plan to guide to process of enforcing waste by-laws. It should consider fining protocols, how to apply penalties and recovery systems and general involvement of peace officers.	Medium		X			
	Create one new Waste management position and fill it.	High		X			
	Provide bi-annual training on the Waste Management By-laws to all stakeholders.	Medium			X		

Project	Actions	Priority Rating	2017	2018	2019	2020	Budget
	Run a campaign to ensure all waste service providers are registered in terms of municipal bylaw.	Medium			X		
Waste Minimisation	Undertake recycling feasibility study to determine recycling opportunities around the Municipality.	High	X				
	Create database for recyclers and establish a recycling co-op.	Medium			X		
	Establish and manage one public recycling drop-off centre. Investigate options for establishing further drop-off centres.	Medium		X			
	Introduced a door-to-door collection service for recyclables	Medium	X				
	Internal recycling programme: Establish a paper recycling programme for the municipal offices.	High	X				
Waste Collection	Compile a plan for introducing the communal skip collection systems to the rural areas.	Medium	X				
	Extend collection service (communal skips) by 100% 2019.	Medium	X	X	X	X	
Waste Transfer and Disposal	Establishment of the Maphumulo Transfer Station	High		X			
	Investigate available options for a transfer facility for the public to dispose of builder's rubble.	Medium		X			
	Assess viability of establishing composting facility.	Medium			X		
Illegal dumping	Undertake a dumping hotspot assessment and determine remediation costs.	High	X	X	X	X	
Waste Management Awareness	Plan the annual calendar of awareness campaigns for each year.	Medium	X	X	X	X	
	Undertake two recycling awareness campaigns annually to raise awareness.	Medium	X	X	X	X	
	Support at least one government or private training and awareness initiatives, where appropriate, per year.	High	X	X	X	X	

Project	Actions	Priority Rating	2017	2018	2019	2020	Budget
Tariff structure and customer database	Undertake a full cost accounting exercise to determine the true cost of the waste management function, by 2016.	High		X			
Monitoring:	Undertaken short review of progress against the IWMP implementation plan on an annual basis, as required by Section 13 of NEMWA	High	X	X	X	X	

11.13 RESPONDING TO CLIMATE CHANGE

It has been noticed recently that the weather pattern throughout the Municipality is changing, which can be attributed to the impacts of climate change. Notable the severe drought that has been experienced by the Municipality from last year to date. South Africa, including the Maphumulo Municipality, is both a contributor to, and potential victim of, global climate change given that it has an energy-intensive, fossil-fuel powered economy and is also highly vulnerable to the impacts of climate change.

There are no Climate Change programs currently initiated by the Municipality responding to impacts or potential impacts of climate change. However, at the moment the Municipality relies on programs created at the District level whereby the iLembe District is implementing the resolutions taken during the 2014 Climate Change Summit, held in collaboration with the iLembe family of Municipalities.

A number of policies are in place to assist in responding to impacts of climate change. The table below discuss the objectives of these policies:

Act / Policy	Objective	Municipal role	Status
National Environmental Management Act	Provides a framework for environmental management in South Africa, including provision of the objectives of sustainable development	To develop: <ul style="list-style-type: none"> • Environmental Management Plan • Environmental Management Framework 	The District EMF has been completed for the iLembe family of Municipalities. Mandeni has been covered as well.
National White Paper on Climate Change	Chapter 8 of the policy identifies the Near-term Priority Flagship Programs , as an integral part for the implementation of the policy	To implement the near-term flagship programs	No project has been initiated as yet. However, the District has indicted a district-wide energy efficiency program which has consider Maphumulo building as well.
Renewable Energy Strategy	Renewable Energy Policy set a target of 10,000 GWh of renewable energy generation by 2013	To undertake the feasibility studies to understand better sources of renewable energy	Studies have been undertaken at a District level for Biomass, Solar and Hydro.
Energy Efficiency Strategy	National Energy Efficiency Strategy sets a target of 12% to be achieved by 2013	To identify government buildings likely to be used for the energy efficiency programme	Few buildings have been identified within the Municipality. The challenge is budget.

11.13 SECTOR PLANS

Sector Plan	Completed ?	Adopted	Date of Next Review	Status Quo
Disaster Management Plan	Yes	Yes	TBC	2013
Tourism Development Strategy	Yes	Yes	To be specified	Finalised
iLembe Environmental Management Framework	Yes	Yes	2018	Finalised
iLembe Biodiversity Sector Plan	Yes	Yes	TBC	Finalised
Draft integrated Waste Management Plan	No	Yes	To be completed in the year 2016/2017	Maphumulo has a draft IWMP which will be finalised in the due of the year 2014.

Table 28: Enviro -Sector Plans

11.14 ENVIRONMENTAL PROJECT MATRIX

Focus Area	Strategies	Projects	Institution	Budget (R)	Funding Source
Biodiversity Management	Introducing the Open Space System	Development of the Maphumulo Park at the Entrance 1 into the Town	Maphumulo	TBC	Maphumulo / DEA
Biodiversity Management	Local Action for Biodiversity (LAB): Wetlands South Africa	Wetland Assessment project	iLembe District	TBC	ECLEI
Waste Management	Introduce the communal skip collection systems to key areas	Purchasing skips and location of skips to strategic points	Maphumulo	TBC	Maphumulo
Climate Change	Technology management	Technological Need Assessment	UNEP	TBC	UNEP
Climate Change	Energy Efficiency	Energy Efficiency with Maphumulo Prison	Department of Energy	TBC	Department of Energy
Environmental awareness	Provide capacity building programs to all relevant officials and councillors	Environmental Education and awareness Eco-schools Environmental events	Maphumulo and DEDTEA	TBC	Maphumulo DEDTEA DEA

Table 29: Environmental Project Matrix

11.15 SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • Assistance from DPSS Staff • Assistance from Enterprise iLembe • Formalisation of Maphumulo Town - 2012 • Valuation roll for the Town Centre and government sites. • Land Disposal Policy • Informal economy policy • Adoption of iLembe EMF 	<ul style="list-style-type: none"> • No internal planning staff – LM in dependent on DPSS • No enforcement unit • No Building Control Officer to sign off plans. • No advertising policy • Lack of staff to implement proposed policies • No operational tourism “products” • Filling (Planning) • Inadequate planning to meet Provincial Targets • Lack of available data on Environmental assets of the District • Lack of environmental policies and bylaws • Limited broadband • Fragmented spatial planning • Limited number of Economic and Planning staff
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Introduction of Planning Department (Economic Development and Planning Department) • Introduction of tariffs for 14/15 budget. • Vacant available land for development • Tourism • DPSS relations with CoGTA Traditional affairs 	<ul style="list-style-type: none"> • Environmental degradation • Bad topography in municipal area • Contraventions by citizens • Climate change • Inadequate and aging infrastructure • Loss of site of Conservation value • Biodiversity loss

Table 30: Swot Analysis - Spatial Planning & Environmental Management

SECTOR ALIGNMENT

12.1 DEPARTMENT OF HUMAN SETTLEMENT

Projects in planning; 2017/18.

Local Municipality	Project name	Project Type	No Of Units	Budget
Maphumulo (4)	Zubane	Rural	1000	
	Qadi	Rural	1000	
	KwaMaqumbi	Rural	1500	
	Nombokojwana	Rural	1000	
TOTAL				

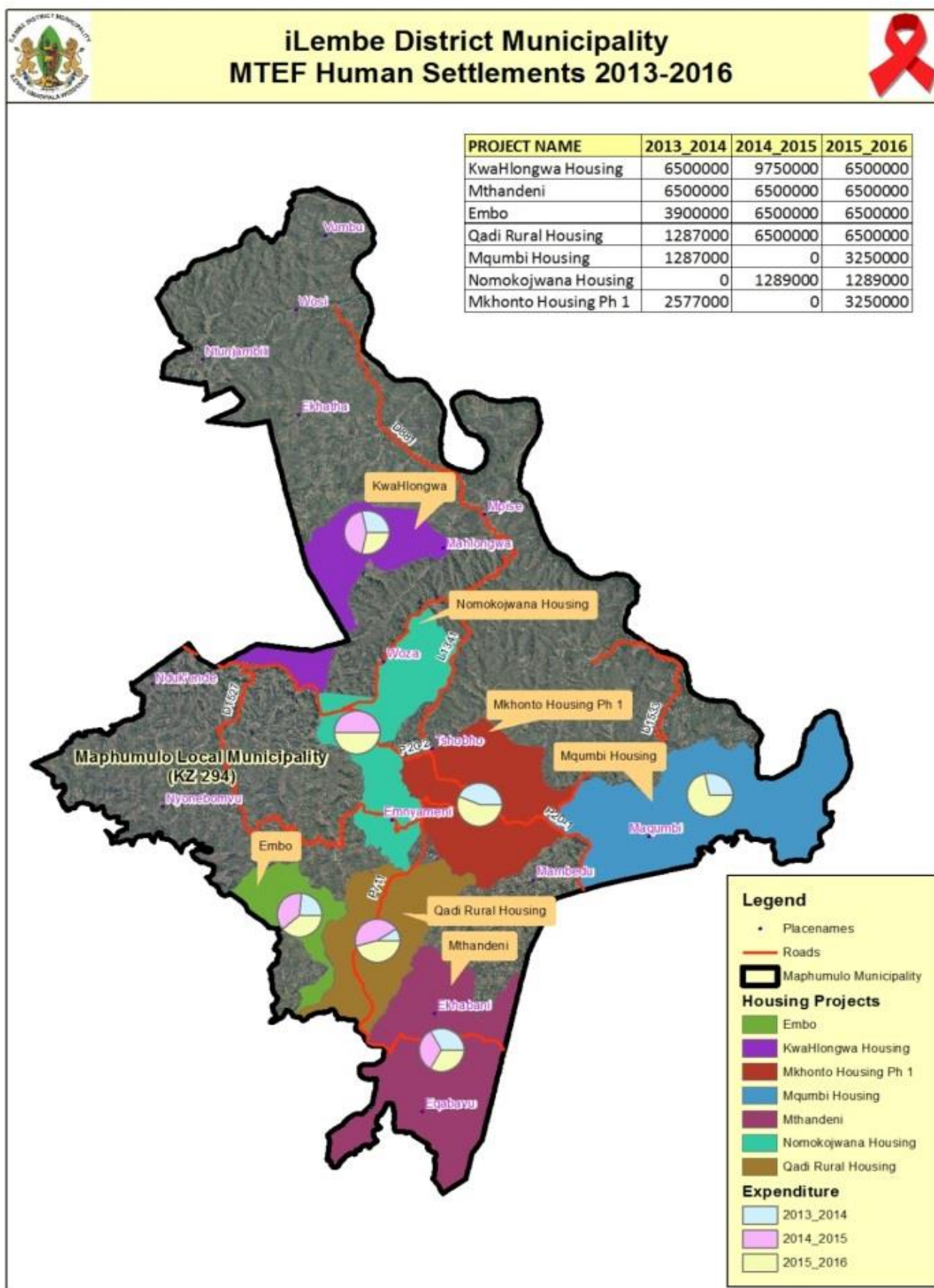
Projects in construction; 2017/18.

Local Municipality	Project name	Project Type	No Of Units	Budget
Maphumulo (4)	Embo	Rural	1000	130,220,570.62
	KwaMkhonto	Rural	2000	260,408,020.00
	Amambedu	Rural	1000	
	AmaNgcolosi	Rural	1000	
TOTAL				

Budget for MTEF for Projects in Construction

Municipality	Project Name	Project Status	Project Type	Proposed Units	2016/17	2017/18
Maphumulo (8)	KwaHlongwa	Construction	Rural	1000		
	Mthandeni	Construction	Rural	1000		
	Embo	Construction in July 2015	Rural	1000	12000	12000
	Mkhonto	Construction in June 2015	Rural	2000	12000	12000
	Qadi	Planning	Rural			12000
	Nombokojwana	Planning	Rural			12000
	KwaMaqumbi	Planning	Rural			12000
	KwaZubane	Planning	Rural	1000		
TOTAL					R 212 405	R227 555

Table 31: MTEF – Department of Human Settlements



Map 31: DOH MTEF

12.2 DEPARTMENT OF ENERGY

MUNICIPALITY	MTEF (2015-2018)		
	2015/16	2016/17	2017/18
Maphumulo	8 000	8 400	12 000

Table 32: MTEF: Department of Energy

12.3 DEPARTMENT OF TRANSPORT

Upgrades and bridges;

Municipality	Activities	Project name	Location	Total
Maphumulo Municipality	Upgrading roads	Upgrading of main road p711	Mthandeni to Maphumulo	30,000,000
	Upgrading roads	Upgrading of main road p711	Mthandeni to Maphumulo	5,000,000
	New Bridges	3538 Mabhobhane – Tugela river bridge	Maphumulo	10,000,000
	New Bridges	3538 Mabhobhane – Tugela river bridge	Maphumulo	2,000,000
TOTAL				138 875 865

Road Number	Activity	Local Municipality	District	16_17 Budget
D892	RESEAL 16/17	Maphumulo	iLembe	1,786,785
D892	RESEAL 16/17	Maphumulo	iLembe	734,888
P103-2	RESEAL 16/17	KwaDukuza	iLembe	6,096,090
P103-2	RESEAL 16/17	KwaDukuza	iLembe	1,298,723
P25-3	RESEAL 16/17	KwaDukuza	iLembe	15,000,000
P25-3	RESEAL 16/17	KwaDukuza	iLembe	837,972
P107	REHAB 16/17	KwaDukuza	iLembe	20,000,000
P107	REHAB 16/17	KwaDukuza	iLembe	1,000,000
TOTAL				46,754,458

Table 33: MTEF - Department of Transport

13.4 UMGENI WATER

WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2016/2018)		
			2016/17 R (000)	2017/18 R (000)	2018/19 R (000)
8, 9, 10 and 11	Maphumulo Bulk Water Scheme Phase 3	Planning	10366		
4, 8, 9, 10 and 11	Maphumulo Bulk Water Scheme Phase 4	Planning	1145		

12.5 ESKOM

MUNIC NAME	PROJECT ID	NB & PROJECT NAME	CONNECTIONS
Maphumulo	ET-EBC-1210-2572	Matungela NB55 – Mahlatini	215
	ET-EBC-1210-2581	Madungela NB55 - Oshikishini, Mahlabathini & Wosi	485
	ET-EBC-1210-2582	Madungela NB55 - Amalovana & Jojingwenya	252
	ET-EBC-1210-2578	Kranskop NB15 - Gobaphahla & Hlimbithwa	2025
	ET-EBC-1210-2566	Dorinkop NB10 -Nsungwini, Dlodla & Zamazisa	1902
	ET-EBC-1210-2567	Glendale NB30 -Petezi, Masiwela & Bhidakhona	1912
		Ogunjini #2	736
		Mabhedwini #2	379
		Madungela NB55- Amabomvu – uThugela #2	382
		Mkhonto stage B	408

PROPOSED INFRASTRUCTURE PROJECTS FOR 2017/18

PROJECT NAME	PROJECT TYPE	ESTIMATED GAZETTE COSTS
Siphamandla/Woza	Infrastructure Link Line	R 2 911 179.75
Maqumbi	Infrastructure Link Line	R 1 871 657.01
TOTAL		R 4 782 836.76

PROPOSED PROJECTS FOR 2017/18

PROJECT NAME	PROJECT TYPE	CONNECTIONS	ESTIMATED GAZETTE COSTS
Zamazisa	Households	518	R 10 524 837.16
Khohlwa	Households	122	R 2 447 476.05
Hlimbithwa and Gobaphahla	Households	625	R 12 710 872.61
Sakhisizwe	Households	314	R 5 900 786.23
Nsungwini #2	Households	431	R 8 213 558.57
Qwabe	Households	286	R 5 342 724.76
Bhidakhona/Masiwela/Petezi	Households	612	R 12 143 590.60
KwaVumbu	Households	45	R 796 465.08
Maqumbi	Households	300	R 4 780 152.67
TOTAL		3 253	R 62 860 463.73

Table 34: MTEF - Eskom

12.6 DEPARTMENT OF EDUCATION

WARD	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	GPS CO-ORDINATES (DECIMAL DEGREES)		MTEF (2016/2019)		
			X	Y	2016/17 R (000)	17/18 R (000)	18/19 R (000)
2	Hluphizwe P S (Storm Damage)	Tender	28.91839	31.01919	1000	2000	
1	Thethandaba P S (Storm Damage)	Tender	28.89474	30.93814	1000	2000	
2	Hlangabeza S S (Storm Damage)	Tender	28.89739	31.02384	1 000	2000	
3	Nomakhaladi P S (ECD Completion Project)	Tender	28.9697	31.1239	500		
2	Dingizwe P S (Maintenance)	Design	29.03275	31.07594	1000		
2	Endandathweni P S (Maintenance)	Design	28.96775	30.99535	1000		
1	Kranskop S S (Maintenance)	Design	28.94317	30.95289	1000		
1	Vusisizwe P S (Maintenance)	Design	28.95178	30.94857	1000		
3	Emphise P S (Maintenance)	Design	29.01735	31.09948	1000		
3	Esihlushwaneni P S (Maintenance)	Design	29.06123	31.08102	1000		
3	Inkonjane S S (Maintenance)	Design	29.166467	31.127317	1000		
4	Mvumase P S (Maintenance)	Design	29.12484	31.23819	1000		
6	Lethuxolo S S (Maintenance)	Design	29.10715	31.03975	1000		
6	Thandayiphi S S (Storm Damage)	Implementation	29.1552	30.94344	1000	2000	
11	Ocheni P S (Storm Damage)	Implementation	29.154817	31.011867	1 000	2000	
3	Ekunqobeni P S (Storm Damage)	Implementation	29.11409	31.10388	1 000	2000	
8	Ebukhosini P S (Fencing)	Implementation	29.27363	31.03224	165.00		
3	Ekunqobeni P S (Fencing)	Implementation	29.11409	31.10388	225.00		
8	Embonqeni P S (Fencing)	Implementation	29.2543	31.10841	350.00		
3	Embusweni P S (Fencing)	Implementation	29.08674	31.13896	120.00		
3	Enyokeni P S (Fencing)	Implementation	29.07893	31.05012	275.00		

2	Esese P S (Fencing)	Implementation	29.0295 7	31.02868	165.00		
11	Esindi P S (Fencing)	Implementation	29.2039 3	30.99157	165.00		
11	Esiqhoqweni P S (Fencing)	Implementation	29.2095 5	30.96662	520.00		
4	Ezithabeni P S (Fencing)	Implementation	29.1417 1	31.16208	470.00		
7	Fundani P S (Fencing)	Implementation	29.3330 8	31.07591	172.00		
6	Hhomoyi P S (Fencing)	Implementation	29.1361 7	30.89073	310.00		
2	Hlangabeza S S (Fencing)	Implementation	28.8973 9	31.02384	1200.00		
6	Bonginkosi P S (Fencing)	Implementation	29.1194 5	31.01154	321.00		
3	Esihlushwaneni C P (Fencing)	Implementation	29.0612 3	31.08102	165.00		
2	GCWALAMOYA P (Fencing)	Implementation	29.1126 4	31.38997	565.00		
8	HLONONO S (Fencing)	Implementation	29.2352 8	31.11109	165.00		
8	IKHUSANA C (Fencing)	Implementation	29.2494 7	31.07133	165.00		
5	Inhlokozi S S (Fencing)	Implementation	29.0879 4	31.00875	460.00		
11	Inkolovuzane(Fencing)	Implementation	29.2422 8	31.02316	315.00		
3	Inkonjane P S (Fencing)	Implementation	29.1664 67	31.127317	325.00		
7	Iqabavu P S (Fencing)	Implementation	29.3001 9	31.03889	205.00		

Table 35: MTEF - Department of Education

12.7 DEPARTMENT OF AGRICULTURE

National KPA	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	GPS CO-ORDINATES (DECIMAL DEGREES)		MTEF (2017/2020)		
				X	Y	2017/18	2018/19	2019/2020
Communal Estate	2	Thuthuka Dabangu	Design	29° 19' 07.051"	31° 01' 26.69		3 819 702.90	
Food security	2	Zibuse	Tender	E 30°08,54,4			1,000,000.00	
	2	Mbolombe	Tender	E 31° 05'237"	29°08'56		175,000.00	
	3	Nunu	Tender	E 31°10 5,9	28°58'36"		150,000.00	
	2	Bhongela	Tender	E 31° 06'04	28°04'8.4		175,000.00	
	3	Ngangwini	Tender	E31° 06;0"	29°01'19"		175,000.00	
	2	Qedumona	Tender	S 31°230	29°06'7.86		175,000.00	
	3	Silindokuhle	Tender	E 31° 08'54,44	31°24'7,8		275,000.00	
Infrastructure	5	Siqeqeshiwe Co- op . Livestock. Broilers		29° 08' 47"	31°01' 01"		3223210.00	
Food Security	2	Ngcolosi Cluster	Planning	28°53.59'	31° 01' 32.25"		2308032.94	
	3	Mbolombe	Planning	29° 01' 56.6''	31° 07' 57.5"		592 768.00	
	2	Mambulu	Planning	28° 51' 58"	31° 02' 80"		526 722.00	
	2	Jikijela	Design	S28 56'57,48"	E 31 02'35,31"	103500.00	1035000.00	1000 000.00
	7	Qwabe Thuthuka	Design	S29 11.20	E31 17.48,1	2 000 000.00		
	1	Qedumona	Design	S32°45'7.9	E30°08,54	146 370.00		
	1	Zibuse	Design	S31°23.0	E29°06'7.86	622 500.00		

Table 36: MTEF - Department of Agriculture

12.8 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

PROJECT NAME	PROJECT TYPE	ESTIMATED PROJECT VALUE	APPROVED BUDGET ALLOCATION	PERIOD OF BUDGET ALLOCATION
Mthandeni Extension Irrigation	Construction	R 368 35183.41	R 1841759.1705	2yrs
Appointment of a PSP for the design feasibility and construction monitoring of Vukuzenzela Co-op	Construction	R 500 000.00	R 500 000.00	2yrs
Esinothweni Nursey Primary Cooperative	Nursey	R 1000 000	N/A	N/A
Qwabe Development	Crop and Vegetable production	R 966 360	N/A	R 966 360

Table 43: MTEF - Department of Rural Development & Land Reform

PERFORMANCE MANAGEMENT

13.1 PURPOSE OF A PERFORMANCE MANAGEMENT SYSTEM

The Department of Co-operative Governance & Traditional Affairs defines PMS as “strategic approach to management which equips leaders, managers, employees and stakeholders at different levels, with a set of tools and techniques to regularly plan, continuously monitor and periodically measure and review performance of the organization(municipality) in terms of indicators and targets for efficiency, effectiveness and impact.” A PMS is also intended to assist the Council to improve service delivery by channelling its resources to meet performance targets and in doing so, ensure that the municipality achieves the strategic objectives contained in the IDP.

13.2 LEGISLATIVE REQUIREMENTS

The Performance Management System for Maphumulo Municipality is informed by the following legislation;

- The Constitution of the republic of South Africa, 1996 (Act 108 of 1996)
- The White Paper on Local Government (1998)
- The White Paper on Transforming Public Service Delivery (Batho Pele) (1997)
- The Municipal Systems Act
- Municipal Planning and Performance Management Regulations (2001)
- Municipal Performance Regulations for Section 57 employees (2006)
- Municipal Finance and Management Act

13.3 PMS FRAMEWORK

As part of the Performance Management System, Maphumulo Municipality has developed and adopted the Performance Management Framework which deal with the “how” to work with performance information. The framework details how the municipality will collect, process, arrange, examine, evaluate, audit, and report on performance information. The mechanisms and processes work in a synced cycle which is linked to the IDP and budget of the Municipality.

13.4 PMS APPROACH

Maphumulo Local Municipality has adopted the balanced scorecard approach as a method of evaluating and monitoring its performance management system.

The adoption of the balanced scorecard methodology has required the Municipality to adapt its performance management system to the following nine steps of success as follows:



Strategic Management System Balanced Scorecard Performance Toolkit™



Figure 10: PMS Balanced Scorecard Toolkit

Each of the above steps are summarized as follows:

Step 1: Assessment	Internal and External Strategic Assessment
Step 2: Strategy	Value proposition and focus areas
Step 3: Objectives	Setting goals and objectives
Step 4: Strategy Map	Strategy and objective alignment
Step 5: Performance Measures	Key Performance Indicators and targets
Step 6: Initiatives/ Action plans	Strategic Projects
Step 7: Performance Analysis	Automation and analysis of Performance
Step 8: Alignment	Cascading to Unit and Individual Scorecards

13.5 ASSESSMENT

Assessment as depicted in the balanced scorecards 9 steps of success is the first step towards the implementation of the balanced scorecard model. The Organisation assessment as well as the external assessment by the Auditor General, Oversight Committee, Members of the Public, Internal Audit Committee and Management has been conducted to give a clear picture on the current state of the Municipality.

13.6 INDIVIDUAL PERFORMANCE MANAGEMENT

Previously, only Heads of Departments were subjected to performance monitoring and evaluation. However, the municipality is in the process of enrolling PMS to lower levels that includes junior managers and officer level staff.

During the beginning of the financial year, employees who fall within these categories will be required to sign performance scorecards which will be aligned to the IDP and their job descriptions. Such scorecards will then be used for performance assessments which will be undertaken every after quarter ending. Good performance will be rewarded in terms of notch increment and poor performance will be "rewarded accordingly."

The aim of introducing individual performance to other levels of staff is to enhance overall performance of the municipality, speed up service delivery and therefore achieving clean audit

13.9 REPORTING REQUIREMENTS

REPORT	FREQUENCY	RECIPIENT
1. SDBIP	Quarterly	Executive Committee
2. Organisational Scorecard	Quarterly	Executive Committee and to Council
3. Implementation of the budget and financial state of affairs within the municipality	Quarterly	Council
4. SDBIP mid-year budget and performance Assessment	Mid- year	Mayor (in consultation with EXCO)
5. Performance report	Annually	Council
6. Annual report	Annually	Council
7. Oversight report	Annually	Council

Table 37: Reporting Requirements